REDEVELOPMENT
**CORPORATION**
CHULA VISTA

**DATE:**   May 24, 2007

**TO:**   CVRC Board of Directors
Redevelopment Agency Board of Directors

**VIA:**   Jim Thomson, Interim City Manager

**FROM:**   Ann Hix, Acting Community Development Director
Eric Crockett, Redevelopment Manager

**SUBJECT:**   2007 Midterm Review of the 2005-2009 Five Year Implementation Plan

## BACKGROUND

Two years ago, redevelopment staff initiated a comprehensive strategic planning process that completely changed the City's approach to redevelopment planning in Chula Vista. That planning process led to the creation and adoption of the Redevelopment Agency's 2005-2009 Five Year Implementation Plan. State redevelopment law requires the Redevelopment Agency, during the third year of the Implementation Plan, to hold a public hearing and conduct a midterm review of the progress made within the Agency's project areas. The proposed 2007 Midterm Review (Attachment 1) provides a comprehensive evaluation of the key elements of the Plan and an assessment of the Agency's adopted five year work program, including:

- A review of the Agency's Work Program for 2006 and 2007.

- A proposed Annual Work Plan for Fiscal Year 07/08 based on the adopted five year work program.

This cover report highlights key policy topics and discussions contained in the attached Midterm Review. Staff is recommending that the CVRC/Agency approve the Midterm Review, including recommendations addressing: (1) the Five Year Implementation Plan's Purpose and Intent, Guiding Principles, and Five Year Work Program; and (2) the Proposed FY 07/08 Annual Work Plan (Appendix A of the Midterm Review).

## DECISION MAKER CONFLICTS

Staff has reviewed the decision contemplated by this action and has determined that it is not site-specific and, consequently, the 500-foot rule found in California Code of Regulations Section 18704.2(a)(1) is not applicable to this decision.

## RECOMMENDATIONS

Staff recommends that:

1. The CVRC Board of Directors adopt the resolution recommending that the Redevelopment Agency conduct a public hearing and approve the proposed Midterm Review of the Agency's 2005-2009 Five Year Implementation Plan.

2. The Redevelopment Agency Board of Directors conduct a public hearing and adopt the resolution approving the proposed Midterm Review of the Agency's 2005-2009 Five Year Implementation Plan.

## DISCUSSION

### Progress Reports

The majority of the attached Midterm Review document consists of progress reports of the Agency's Work Program for 2006 and 2007 for the three designated "Geographic Focus Areas":

⇨ **North:** Project areas located north of L Street, east of I-5, south of SR-54, and west of Second Avenue. Affected project areas include Town Centre I, Town Centre II, and Added Area.

⇨ **West:** Project areas located west of I-5, including Bayfront and Southwest.

⇨ **South:** Project areas located south of L Street, east of I-5, and north of the City's southerly boundary, including the Auto Park Specific Plan areas east of I-805. Affected project areas include Southwest, Otay Valley, and Added Area.



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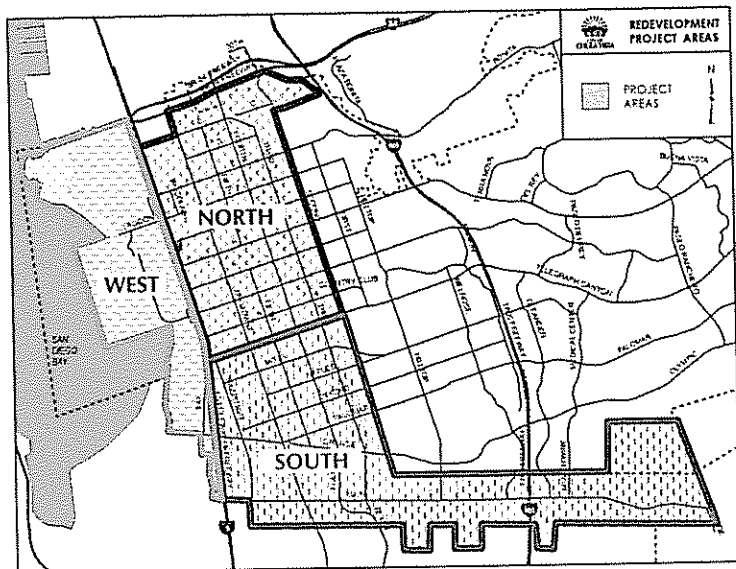
## Annual Work Plans

Appendix A of the Midterm Review contains a proposed Annual Work Plan for the coming Fiscal Year 07/08 based on the Agency's adopted five year goals and work program contained in the Five Year Implementation Plan. The Annual Work Plan has been formatted not only for this Midterm Review, but for ongoing annual reports by staff to the CVRC and Agency on the progress of redevelopment activities in the Agency's three geographic focus areas. While the Implementation Plan and this Midterm Review are based on calendar year, annual reports will be based on the Agency's fiscal year and coincide with the Agency's budget process to facilitate priority-setting and funding discussions by the CVRC and Agency.

## Key Evaluations & Recommendations

In addition to the progress reports and proposed Annual Work Plan, the body of the Midterm Review also contains comprehensive evaluations of, and recommendations for, the Purpose and Intent and Guiding Principles of the Implementation Plan. Key evaluations and recommendations contained in the 2007 Midterm Review include the following items.

- Five Year Financial Forecast. Consistent with the purpose and intent of the Five Year Implementation Plan, the City's Finance Department is currently developing a comprehensive Five Year Financial Forecast for the Agency. The Forecast will provide a single source document for important financial data about the Agency, historical and projected, and serve as a crucial companion document to the Five Year Implementation Plan that will strategically align the operational and financial goals of the Agency. The Midterm Review recommends that redevelopment staff continue to coordinate with the Finance Department on the preparation of the Forecast, which is expected to be completed in FY 07/08.

- CVRC Organizational Development. The Midterm Review refers to the March 22 Report of the City Council Subcommittee on CVRC Structure and Operations, including the replacement of the five City-Directors on the Board with new Chula Vista residents possessing expertise and experience in one or more of a number of professional fields. With new incoming Board Members with varying educational and professional backgrounds, the Midterm Review emphasizes the importance of taking advantage of early opportunities to build a strong organizational foundation for the Corporation. The Midterm Review plans for a comprehensive top-down review by staff and the CVRC of state and local policy directives that guide redevelopment in Chula Vista, including the identification and recommendation of new local policies that will enhance the organizational effectiveness of the City's redevelopment arm.

- **Community Strengthening Strategies.** The Midterm Review includes a detailed discussion about the Implementation Plan's Guiding Principles. Guiding Principle #2, regarding Community Outreach and Education, provides that the Agency should "promote and facilitate early and transparent public input and participation that emphasizes community education." Special attention in the Midterm Review's discussion about Community Outreach and Education is paid to the Southwest, including a recent "white paper" report written by redevelopment staff (attached to the Midterm Review as Appendix B).

The white paper, titled "Community Strengthening Strategies and Their Application to Southwest Chula Vista," describes newly emerging trends of community strengthening and capacity building strategies across the country, and explores the possible application of these principles in the Southwest. The Midterm Review provides an introduction of the white paper to the City, Agency, CVRC, and the public, and the possible benefits of community strengthening strategies for the Southwest. Staff will engage the Council, Agency, and CVRC in a much more in-depth discussion about the specific elements of the white paper at their June 14, 2007 regularly scheduled meeting. At that meeting, staff will be seeking support for the concepts in the white paper, including funding and authorization to begin a dialogue with community stakeholders in the Southwest.

The Midterm Review recommends that the Agency, prior to the end of the current Fiscal Year, appropriate available funds, associated with salary savings from the CVRC's eliminated CEO position, from the FY 06/07 Budget for "Southwest Planning and Civic Activities." These funds would be placed in a special account to provide funding in FY 07/08 for:

- Consultant services to facilitate a dialogue about "community strengthening strategies" with an initial group of Southwest community stakeholders.

- The initiation of a Southwest Specific Plan, subject to formal action by the City Council.

## CONCLUSIONS

The Five Year Implementation Plan and Midterm Review provide snapshots of the tremendous redevelopment opportunities that continue to exist in Chula Vista's urban Westside. They also provide a strategic avenue to take advantage of those opportunities through work programs that prioritize: the Agency's long-term fiscal health; the organizational development of the CVRC and Agency; the investment of resources for public benefits and economic returns; and the implementation of new, innovative strategies for building public trust and strengthening community resources. In addition to the Midterm Review, staff will continue to provide the CVRC and Agency ongoing annual

progress reports on these strategic priorities in concert with the Agency's annual budget process.

ATTACHMENTS:
1. 2007 Midterm Review
2. CVRC and RDA Resolutions

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FIVE YEAR IMPLEMENTATION PLAN (2005-2009)

# 2007 Midterm Review

CITY OF
CHULA VISTA

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# Table of Contents

# I. Introduction

Two years ago, redevelopment staff initiated a comprehensive strategic planning process that completely changed redevelopment planning practice in Chula Vista. That process led to the creation and adoption of the Redevelopment Agency's 2005-2009 Five Year Implementation Plan. The key elements of the Plan include:

⇨ *Guiding principles* to provide consistent policy direction for redevelopment during the next five years.

⇨ The consolidation of six existing five year implementation plans into a *single, cohesive planning document* that is *readable, user-friendly, educational, and informative.*

⇨ *Geographic focus areas* designated for redevelopment planning purposes, consistent with other City planning boundaries (e.g., General Plan, Urban Core Specific Plan, Bayfront Master Plan, etc.).

⇨ *Measurable strategic objectives and work programs* for each geographic focus area that identify key redevelopment and housing activities and projects through 2009.

⇨ *Consistency with overarching planning documents*, including redevelopment plans adopted for the merged project areas, and the Community Development Department's Five Year Strategic Plan (adopted on March 28, 2006).

## Legal Authority

Section 33490(c) of the California Health and Safety Code requires the Redevelopment Agency, during the third year of the Implementation Plan, to hold a public hearing and conduct a midterm review of the progress made within the Agency's project areas. This document serves as the Agency's Midterm Review of the 2005-2009 Plan and provides a comprehensive evaluation of the key elements of the Plan and the Agency's adopted five year work program, including:

1. A review of the Agency's Work Program[1] for 2006 and 2007 (p. 11).

2. A proposed Annual Work Plan for Fiscal Year 07/08 based on the adopted five year work program (Appendix A).

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[1] 2005 projects and activities were documented in the Five Year Implementation Plan as part of the Agency's "Past Accomplishments" (p. 8 of Five Year Implementation Plan).

## Southwest Focus

Special attention in this Midterm Review is paid to the region designated as the "South Geographic Focus Area." This focus area includes the Southwest Planning Area for which the 2005 General Plan Update (GPU) has called for the preparation of a specific plan that implements zoning updates in five distinct planning districts: South Third Avenue, South Broadway, Palomar Gateway, West Fairfield, and Main Street. The Agency's five year work program (Exhibit B of the Implementation Plan) established clear goals and policy direction to provide support and funding for a Southwest Specific Plan.

> **SOUTHWEST SPECIFIC PLAN:** "Facilitate the financing and preparation of a Specific Plan for the Southwest to provide appropriate land uses and development standards to facilitate the development and redevelopment of properties within the area." (p. 36 - Five Year Implementation Plan)

> **GUIDING PRINCIPLE #2:** "Promote and facilitate early and transparent public input and participation that emphasizes community education about the goals, tools, and process of redevelopment." (p. 12 - Five Year Implementation Plan)

The Agency's adopted guiding principles and work program also established clear policy direction for proactive public outreach and education in the Southwest. To implement these goals and policies, redevelopment staff, over the past year, has been engaged in a multi-departmental effort to develop a comprehensive strategy for civic engagement and specific planning in the Southwest. An important product of this effort was a "white paper" report written by redevelopment staff and attached to this Midterm Review as Appendix B. The white paper, titled "Community Strengthening Strategies and Their Application to Southwest Chula Vista," describes newly emerging trends of community strengthening and capacity building strategies across the country, and explores the possible benefits of applying these principles in the Southwest.

> **PUBLIC OUTREACH AND EDUCATION:** "Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals." (p. 38 - Five Year Implementation Plan)

For redevelopment to be successful in the Southwest, both a specific plan and a specialized program for community education and strengthening will be critical during the next several years.

## CVRC Development

On March 22, 2007, a City Council Subcommittee, consisting of Mayor Cox and Councilmember Rindone, presented a comprehensive report to the Chula Vista Redevelopment Corporation (CVRC), Redevelopment Agency, and City Council that evaluated the structure and operations of the CVRC. The report included seven key recommendations, including the removal of the City Council from the CVRC Board. The Subcommittee recommended that the Council be replaced with one to five Chula Vista residents possessing expertise and experience in one or more of a number of professional fields. The CVRC, Agency, and City Council approved the Subcommittee report and recommendations, as amended. With incoming new Board Members with varying educational and professional backgrounds, it will be important for the CVRC and redevelopment staff to take advantage of early opportunities to build a strong organizational foundation for the Corporation. Upon establishment of the new Board, staff will work closely with the CVRC to

conduct a comprehensive top-down review of state and local policy directives that guide redevelopment in Chula Vista, including the identification and recommendation of new local policies that will enhance the organizational effectiveness of the City's redevelopment arm.

## Annual Reports

The proposed FY 07/08 Annual Work Plan in Appendix A has been formatted not only for this Midterm Review, but for ongoing annual reports by staff to the CVRC and Agency on the progress of redevelopment activities in the Agency's three geographic focus areas. While the Implementation Plan and this Midterm Review are based on calendar year, annual reports will be based on the Agency's fiscal year and coincide with the Agency's budget process to facilitate priority-setting and funding discussions by the CVRC and Agency.

# II. Organization of Midterm Review

While state law requires redevelopment agencies to conduct midterm reviews, it does not prescribe a specific format or method for the review. Given the comprehensive nature of the changes the Agency has made to past practices and formats for the preparation of five year implementation plans, staff has organized this Midterm Review into the following evaluation sections:

1. **Purpose & Intent of Implementation Plan:** *Were the purpose and intent of the 2005-2009 Five Year Implementation Plan met?*

2. **Guiding Principles:** *Did the Agency follow the Guiding Principles it established in the Five Year Implementation Plan for carrying out its mission, goals, and objectives?*

3. **Five Year Work Program**
   a. **Review of Work Program[2] for 2006 and 2007:** *Did the Agency accomplish the annual goals/projects it established for 2006 and 2007?*
   b. **Proposed FY 07/08 Annual Work Plan (Appendix A):** *What is the status of the Agency's current and planned goals/projects established for FY 07/08?*

Each section highlights key areas of past performance and future work plans that staff identified as areas of significance to the organization.

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[2] 2005 projects and activities were documented in the Five Year Implementation Plan as part of the Agency's "Past Accomplishments" (p. 8 of Five Year Implementation Plan).

# III. Purpose & Intent of Implementation Plan

*Were the purpose and intent of the 2005-2009 Five Year Implementation Plan met?*

Although the 2005-2009 Five Year Implementation Plan was prepared in accordance with the statutory requirements of redevelopment law (Health and Safety Code §33490), the Agency recognized the need for a more comprehensive strategic document than those adopted in past years. The 2005-2009 Five Year Implementation Plan was therefore written with the purpose and intent of:

⇨ Providing decision-makers and the public a **clear, readable, and user-friendly** document that effectively communicates the City's vision, goals and objectives, and programs for redevelopment.

⇨ Establishing five-year strategic objectives and work programs that are **measurable, quantifiable, and track-able** and promote the long-term effectiveness and financial viability of the Agency.

⇨ Presenting information about the Redevelopment Agency in an **educational and informative** manner.

⇨ **Implementing** the redevelopment goals of the Agency as set forth in the Agency's adopted Redevelopment Plans.

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## EVALUATION SUMMARY

Prior to the 2005-2009 Plan, the Redevelopment Agency operated under six separate implementation plans – one for each of the Agency's six project areas. The consolidation of the six plans into a single, comprehensive document provided staff, decision-makers, and the public a consistent and user-friendly source document for:

✓ *Education* about the mission, role, and tools of redevelopment agencies.

✓ *Information* about the history of redevelopment in Chula Vista, including profiles of the Agency's six adopted project areas.

✓ *Information* about Agency's finances, including projected tax increment revenues and expenditures for the five year planning period.

✓ Descriptions of the Agency's strategic goals, guiding principles, and work programs, including annual objectives, that are *measurable, quantifiable, and track-able* and that *implement the redevelopment goals* of the Agency as set forth in the Agency's adopted Redevelopment Plans.

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# RECOMMENDATIONS

Much of the Plan's purpose and intent were met through the written content and organization of the document. For future iterations of the Plan, staff recommends that the Agency consider the following further refinements:

1. Continue to coordinate with the City's Finance Department on the preparation of a *Five Year Financial Forecast* for the Redevelopment Agency that is aligned with the Five Implementation Plan and future annual reviews of the Agency's work program. Consistent with the purpose and intent of the Five Year Implementation Plan, the Finance Department is currently developing a comprehensive Five Year Financial Forecast for the Agency. The Forecast will provide a single source document for important financial data about the Agency, historical and projected, and serve as a crucial companion document to the Implementation Plan that will strategically align the operational and financial goals of the Agency.

# IV. Guiding Principles of Redevelopment

*Did the Agency follow the Guiding Principles it established in the Five Year Implementation Plan for carrying out its mission, goals, and objectives?*

The policy foundation and direction of the Five Year Implementation Plan were rooted in two simple but critical *Guiding Principles of Redevelopment*.

## Guiding Principle #1: Leverage Public/Private Investment and Resources

*Leverage City/Agency resources that attract private investment to improve public amenities, infrastructure, and affordable housing through:*

- *Strategic and accountable public investments*
- *Land assembly*
- *Business reinvestment and expansion*
- *Debt issuance*

The purpose of this guiding principle is to provide important policy direction to the Agency and staff when considering the investment of public resources to facilitate redevelopment. This principle serves to strengthen the long-term financial viability of the Agency and ensure that the Agency's investment practices generate returns and tax increment streams for the specific purpose of creating needed public amenities, infrastructure, and affordable housing. This guiding principle provides a strong foundation for future CVRC discussions about methods and criteria for evaluating the qualifications of developers and the merits of development projects.

## EVALUATION SUMMARY

A recurring theme in the Five Year Implementation Plan is the Agency's financial solvency and viability. Past investment practices of the Agency did not promote the long-term fiscal health or effectiveness of the Agency. Since the adoption of the Implementation Plan, redevelopment staff has been working closely with the City's Finance Department and the Office of Budget & Analysis to reevaluate the Agency's budgetary structure and identify available revenues that can be reprioritized toward activities that promote the long-term fiscal health of the Agency. The proposed FY 07/08 Agency Budget reflects these cross-department efforts and is consistent with several findings and recommendations made in the recent *Chula Vista Independent Financial Review* prepared and presented by Economic & Planning Systems (EPS) to the City Council.

Guiding Principle #1 provides the CVRC and Agency important policy direction for using public resources to facilitate private real estate development transactions. It also guides Agency investments toward projects and activities that will ultimately support the Agency's goals for creating community benefit through public amenities, infrastructure, and affordable housing. This is also consistent with several findings and recommendations in EPS's *Independent Financial Review*.

## RECOMMENDATIONS

Guiding Principle #1 sets important policy precedent for ongoing organizational development of the CVRC and Agency, including the Agency's upcoming FY 07/08 Budget.

1. Continue to actively consider and reinforce Guiding Principle #1 in decisions about the financial goals, budgetary structure, and investment practices of the CVRC and Agency.

### Guiding Principle #2: Community Outreach & Education

*Promote and facilitate early and transparent public input and participation that emphasizes community education about the goals, tools, and process of redevelopment.*

The Implementation Plan recognizes that successful redevelopment in Chula Vista relies heavily on effective community outreach and education about the goals and benefits of redevelopment. It also recognizes the importance of *early* outreach and education in the redevelopment process. This guiding principle is consistent with the three *Principles of Public Input & Participation* adopted by the City Council on May 24, 2005 as formal policy statements. Those principles were adopted with the creation of the CVRC and are as follows:

1. Public input and participation should occur *early and often*.

2. Public input and participation should be *open, inclusive, and accessible*.

3. Public input and participation should be *educational and informative*.

# EVALUATION SUMMARY

Following adoption of the Implementation Plan, redevelopment staff focused significant resources toward Guiding Principle #2, recognizing the importance of community outreach and education to the goals and success of the Agency. During the past year, staff facilitated the formation of the CVRC's Redevelopment Advisory Committee (RAC), launched a CVRC web site, conducted educational outreach meetings with community stakeholder groups about redevelopment practices in Chula Vista, and worked closely with key City Departments on several important strategic initiatives aimed at: (1) evaluating the City's and Agency's current practices of civic engagement; and (2) exploring new strategies for strengthening communities' social infrastructure networks and level of engagement with City Hall.

✓ *Redevelopment Advisory Committee (RAC).* Upon formation of the CVRC, staff facilitated a series of CVRC discussions that led to the formation of the nine-member RAC. The CVRC adopted a formal project review process to use the RAC to conduct public workshops on project design at the earliest possible and appropriate point in the development application process and Exclusive Negotiating Agreement timeline. At these workshops, the RAC employs an "Open House" process for project review, giving RAC members and the public the opportunity for up-close and personal looks at projects and one-on-one dialogues with developers and their architects. During the past eight months, the RAC has reviewed 11 development projects within redevelopment areas, ranging from small, non-controversial tenant improvement projects to much larger and more contentious development projects requiring multiple actions and approvals by the CVRC, Agency, and City Council.

✓ *Redevelopment Roadshow.* During 2006, redevelopment staff conducted outreach meetings with various stakeholder groups to introduce the newly created CVRC model and the proposed/adopted Five Year Implementation Plan. Stakeholder groups included the Chamber of Commerce, Crossroads II, Northwest Civic Association, South Bay Partnership / Healthy Eating, Active Communities (HEAC), Environmental Health Coalition, Chula Vista Elementary School District, and the San Diego Building Industry Association (BIA).

✓ *CVRC Web Site.* In 2006, redevelopment staff collaborated with the Office of Communications and the City's Webmaster to design and launch a dedicated web site for the CVRC (www.chulavistaca.gov/redevelopment). The web site contains meeting documents (agenda, minutes, staff reports), RAC information, interactive maps and project tracking tools, postings of Requests for Qualifications and Proposals, redevelopment links and resources, and contact information, including e-mail subscriptions to CVRC and RAC meeting notices.

# EVALUATION SUMMARY (cont'd)

✓ _Civic Engagement Study._ The Institute for Local Government (ILG) recently completed an assessment of civic engagement practices in the City, including findings and recommendations about education, training, and capacity building for the community. The Study's findings contained positive references to the RAC, including the "Open House" participation forum. Many of the ILG's key recommendations are also consistent with staff's multi-departmental scoping efforts for specific planning and civic engagement in the Southwest (see below).

✓ _Community Strengthening Strategies._ Staff recently prepared a white paper, titled "Community Strengthening Strategies and Their Application to Southwest Chula Vista" (Appendix B), that has direct relevance to a number of current City activities, including initial scoping efforts for a Southwest Specific Plan and the Institute for Local Government's report on Civic Engagement (presented to the City Council on May 15, 2007). The white paper examines a newly emerging nationwide trend of local communities that are employing new strategies and public-private partnerships to build capacity and improve quality of life at the local level. These communities share many of the characteristics found in Southwest Chula Vista and offer several models that the Southwest could draw from. The white paper explores the theories and principles behind _community strengthening_, and the possible application of community strengthening strategies in the Southwest.

This Midterm Review provides an introduction of the white paper to the City, Agency, CVRC, and the public, and the possible benefits of community strengthening strategies for the Southwest. Staff will engage the Council, Agency, and CVRC in a much more in-depth discussion about the specific elements of the white paper at their June 14, 2007 regularly scheduled meeting. At that meeting, staff will be seeking support for the concepts in the white paper, including funding and authorization to begin a dialogue with community stakeholders in the Southwest.

An initial group of community stakeholders could include: schools, businesses, nonprofits, regional foundations, faith-based organizations, community organizations, higher education, and other public agencies. The white paper recommends that the initial group establish, as a high priority, the creation of community partnerships that expand the group's sphere of influence and dialogue to broader segments of the Southwest population.

# RECOMMENDATIONS

Guiding Principle #2 will continue to be a critical factor to the success of redevelopment in Chula Vista. While significant progress has been made during the past two years to lay a foundation for ongoing community outreach and education about redevelopment, the City and Agency are just beginning to scratch the surface on Southwest specific planning and civic engagement activities. The Agency's five year work program established policy direction for a Southwest Specific Plan and ongoing community collaboration efforts like those presented in the attached white paper (Appendix B) – "Community Strengthening Strategies and Their Application to Southwest Chula Vista."

1.  Prior to the end of the current Fiscal Year, appropriate available funds, associated with salary savings from the eliminated CVRC CEO position, from the FY 06/07 Budget for "Southwest Planning and Civic Activities." These funds would be placed in a special account for "Southwest Planning and Civic Activities" and would provide funding in FY 07/08 for:

    -   Consultant services to facilitate a dialogue about "community strengthening strategies" with an initial group of Southwest community stakeholders.

    -   The initiation of a Southwest Specific Plan, subject to formal action by the City Council.

This appropriation is also consistent with the Agency's five year work program for the "South Geographic Focus Area." The appropriations request is tentatively scheduled for consideration at the June 14, 2007 CVRC/Agency Regular Meeting, as part of an overall discussion about the Redevelopment Agency budget.
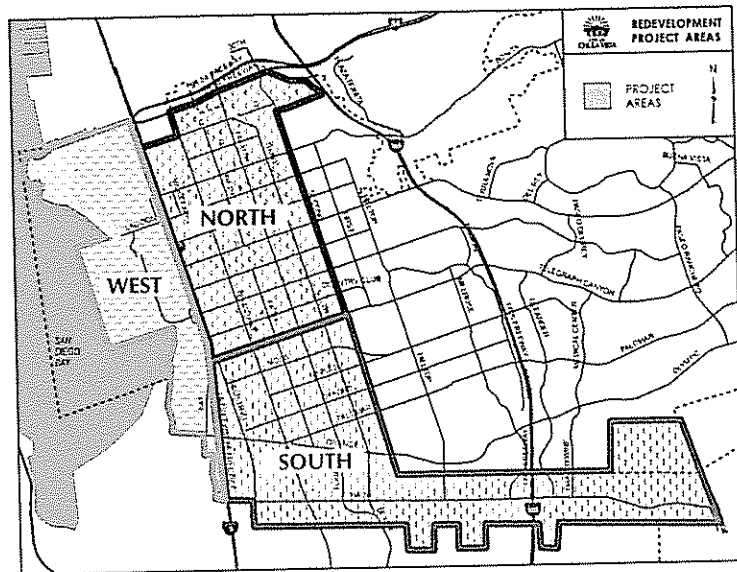
# V. Five Year Work Program

*Did the Agency accomplish the annual goals/projects it established for 2006 and 2007?*

The Plan designated three geographic focus areas for purposes of developing and implementing five year work programs for the Redevelopment Agency.

⇨ **North:** Project areas located north of L Street, east of I-5, south of SR-54, and west of Second Avenue. Affected project areas include Town Centre I, Town Centre II, and Added Area.

⇨ **West:** Project areas located west of I-5, including Bayfront and Southwest.

⇨ **South:** Project areas located south of L Street, east of I-5, and north of the City's southerly boundary, including the Auto Park Specific Plan areas east of I-805. Affected project areas include Southwest, Otay Valley, and Added Area.

For each of these focus areas, five year work programs were formulated based on three consistent strategic objectives:

⇨ **Plans & Policies**

⇨ **Public Infrastructure & Amenities**

⇨ **Key Catalyst Projects**

Based on these objectives, an annotated version of the Agency's Work Program[3] for 2006 and 2007 is contained in the following pages of this Midterm Review, including a review of work "completed" and "not completed." A proposed Annual Work Plan for FY 07/08 is contained in Appendix A.

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[3] 2005 projects and activities were documented in the Five Year Implementation Plan as part of the Agency's "Past Accomplishments" (p. 8 of Five Year Implementation Plan).
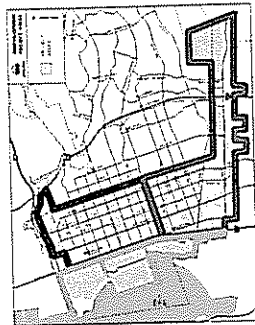
# Review of Work Program: 2006 and 2007

## ALL GEOGRAPHIC FOCUS AREAS

### COMPREHENSIVE PLANNING DOCUMENTS & PROCESSES
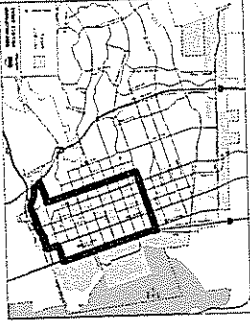
| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Public Outreach and Education** | | | | | |
| Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals. | | | | 🄸 INVEST | |
| ☐ Update of the City and Agency's website to provide accurate and appropriate information regarding redevelopment in general and specific programs and projects. | '06 | ✓ | | | Launched the newly designed CVRC web site. Updates to old redevelopment information on the City/Agency web pages are ongoing. |
| ☐ Development of written materials to communicate with the general public about redevelopment. | '06 | ✓ ('07) | | | Developed and posted Redevelopment FAQ on the CVRC web site. |
| ☐ Provide general and technical information to community organizations other civic groups. | '06 | ✓ | | | Conducted a series of "Redevelopment Roadshow" presentations to community stakeholder groups. Community education efforts are ongoing. |
| ☐ Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals. | '06 | ✓ | | | Created the Redevelopment Advisory Committee to receive input on project design "early and often." |

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AFFORDABLE HOUSING

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Expansion of the Chula Vista Redevelopment Project Area**<br><br>Adding territory to the existing Merged Chula Vista Redevelopment Project Area would strengthen the Agency's ability to leverage Low-Mod Funds for affordable housing, including new construction and land purchases, and further the Agency's legislative charge to remove blight.<br><br>☐ Adoption of a Survey Area. | '07 | | x | CLEAN / ACCESS / INVEST / PRESERVE / WORK / GROW | A feasibility study was conducted during 2005 and 2006 to identify a Survey Area for preparation of a preliminary expansion plan that must include a highly detailed "blight" study. Legislation enacted in 2006 (SB 1206) significantly altered redevelopment agencies' requirements for making findings of blight and expanding project areas. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| **Proportionate Increase of 20% Housing Set-Aside**<br><br>Conduct a policy study for developing an accounting system that proportionately increases the annual amount of tax increment that is deposited into the Low-Mod Fund as tax increment revenues reach specified goal levels. This project would further the Agency's ability to facilitate the creation of affordable housing and meet its state-mandated housing obligations.<br><br>☐ Policy study to analyze the accounting structure and identify appropriate tax increment thresholds for set-aside increases. | '07 | | x | LIVE | Based on Council/Agency direction, Housing staff resources have been prioritized toward developing a Mobilehome Park Closure Ordinance. *This project is proposed to move forward in the FY 07/08 Annual Work Plan (Appendix A).* |

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# NORTH GEOGRAPHIC FOCUS AREA

## PLANS & POLICIES

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes // Discussion |
|---|---|---|---|---|---|
| **Urban Core Specific Plan (UCSP)** Support the preparation and completion of the Urban Core Specific Plan. | | | | | |
| ☐ Support City efforts to complete and adopt the UCSP and certify the Program EIR. | '06 | ✓ ('07) | | ACCESS, WORK, INVEST, SHOP, GROW | UCSP adopted on April 26, 2007. Ordinances will become effective in June. |
| **Town Centre I (TC I) Redevelopment Plan Amendment** | | | | | |
| ☐ Complete ERAF extension. | '06 | ✓ | | GROW | Adopted Ordinance #2006-3038 on July 25, 2006 extending the effectiveness of the TC I and Bayfront Plans/Project Areas by two years pursuant to SB 1096. Also extended TC II and Otay Valley. |
| ☐ Coordinate and work with a consultant to amend the land use designations in the TC I Redevelopment Plan. | '06 | ✓ ('07) | | | Adopted the 2007 Amendment to the TC I Plan on April 26, 2007, in conjunction with the UCSP. |
| **Environmental Remediation** | | | | | |
| ☐ Coordinate and work with individual property owners as contaminated sites are identified for the remediation of hazardous materials to create a viable development site. | '06 | | X | CLEAN, PRESERVE, INVEST | This is an ongoing annual program for the five year work program. No projects were identified in '06 requiring Brownfields assessments or cleanup. |

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## PUBLIC INFRASTRUCTURE & AMENITIES

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (✗) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Third Avenue Streetscape Improvement Master Plan**<br><br>To encompass the Third Avenue corridor from E Street to the north and H Street to the South. The plan will include street improvements, street furniture, and lighting to improve circulation and provide for quality design, aesthetics, and identity to the area.<br><br>☐ Coordinate with the Third Avenue Village Association and the City's Engineering and General Services Departments to complete a streetscape plan. | '06<br>'07 | | ✗<br>✗ | ACCESS PRESERVE<br>INVEST GROW | Awaited adoption of the UCSP. Consistent with Guiding Principle #1, the proposed activity will be postponed until private investment has committed to new development within the Third Avenue Village. |
| **F St Streetscape Improvement Master Plan**<br><br>To encompass F Street from Interstate-5 to Fourth Avenue. The plan will include an assessment of current deficiencies in the infrastructure and street, to include sewer, curbs, sidewalks, gutters, and medians, and the planning, design, and construction of necessary improvements to address the deficiencies. Improvements would assist in the redevelopment of the old City corp. yard.<br><br>☐ Coordinate with the Engineering Department to complete an assessment of current deficiencies and an improvement plan to address identified deficiencies. The Agency will also coordinate with the Finance Department and Engineering to | '07 | | ✗ | CLEAN ACCESS<br>PRESERVE INVEST<br>GROW | Engineering is currently inventorying infrastructure conditions for the entire City as part of the "It's About Our Neighborhoods" Program. With the recent adoption of the UCSP, staff is beginning discussions with Finance and Engineering about the development of a Financing Plan. Consistent with |

| Goals & Objectives / Implementing Programs | Yr. | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| develop a Financing Plan for the necessary improvements. | | | | | Guiding Principle #1, the proposed activity will be postponed until private investment has committed to new development in the E Street Transit Focus Area. |
| **Parking – Downtown** With the contemplated development of Agency lots currently used for surface parking, there is a long-term need for a parking management plan to better serve the retail/commercial uses within the vicinity. ☐ Conduct a study of the parking needs for the Third Avenue commercial corridor and develop a financing plan for the development of parking lots/structures. | '06 '07 | ✓ ✓ | | 🔧 ACCESS  💲 INVEST | Hired consultant, Rich & Associates, in 2006 and began a comprehensive Downtown Parking Management Study. Multiple community meetings held in 2006 and 2007. Consultant is currently preparing a draft report containing technical data, findings, and recommendations with alternative implementation strategies. Expected to be completed and presented to City Council in late summer 2007. |

**KEY CATALYST PROJECTS**

☀️ CLEAN  🛍️ SHOP  🖌️ PRESERVE  💲 INVEST  🏗️ WORK  🌿 GROW

| Goals & Objectives / Implementing Programs | Yr. | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Third Avenue Redevelopment Opportunities** The development or redevelopment of vacant or underdeveloped properties located along the Third Avenue corridor from E Street to the North and G Street to the South. ☐ Enter into Exclusive Negotiating Agreements (ENAs) to explore, initiate, and enter into development agreements for future redevelopment projects. | '06 | ✓ | | | In 2005, entered into ENAs with various developers for sites located along the Third Avenue Corridor. In 2006-2007, ENAs were extended, and new ENAs were entered into, in anticipation of the UCSP. |

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| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| ❏ Negotiate and complete four Agreements for mixed-use retail and residential developments. | '07 | | x | | With the adoption of the UCSP on April 26, 2007, several ENAs in the Third Avenue Village were concurrently extended. Several ENAs have also entered, or will soon be entering, the design phase and RAC (Redevelopment Advisory Committee) and RAC (Redevelopment Advisory Committee) process outlined in the ENA schedules. If the UCSP development permit (design review) process is completed in 2007, demolition and/or construction could begin in 2008. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| **E Street & Woodlawn Redevelopment Opportunities** The redevelopment of underdeveloped properties located south of E Street along Woodlawn Avenue to provide a mixed-use retail and residential development. ❏ Pursue Agreements with property owners and developers to provide the Agency with the ability to explore, initiate, and enter into different types of development agreements for future redevelopment projects. | '07 | | x | SHOP PRESERVE INVEST WORK GROW | The CVRC is currently under ENA with a developer for the old City corporate yard (F St and Woodlawn), adjacent to the E Street Trolley Station. Staff is also in active discussions with several property owners and prospective developers about redevelopment of existing hotel/motel sites in the area and a large shopping center along the southerly side of E Street. Development interests in the area present important opportunities for more integrated master planning of key sites in the Transit Focus Area (TFA). The adoption of the Urban Core Specific Plan has promoted greater interests in the area, and greater confidence among property owners, investors, and developers. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |

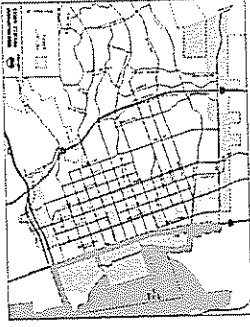| Goals & Objectives / Implementing Programs | Yr | Completed (√) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Scripps Hospital**<br>☐ Assist Scripps hospital in developing a business plan to maintain the presence of quality medical facilities in the Northwest area of the City. | '07 | | x | INVEST   GROW | Initial staff dialogue with Scripps has expanded to larger discussions with broader group of H Street stakeholders about future development and expansion opportunities: Scripps, Chula Vista Center, Courts/County, Gateway Chula Vista). *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| AFFORDABLE HOUSING | | | | | |
| **Seniors on Broadway**<br>☐ Complete the Seniors on Broadway housing project: 41-units of rental housing for extremely low and very low income seniors in the Southwest Project Area (825 Broadway b/w Sierra Way and K Street). | '06 | | x | LIVE | Construction will be completed in the first half of FY 07/08. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| **New Construction of Housing**<br>☐ The Agency will work to acquire property for the purpose of assisting in the construction of 100 affordable rental units for very low and low income households. | '07 | | x | LIVE | Proactive early development of affordable housing in the TC I Project Area to meet the Agency's 15% statutory inclusionary requirement is critical. During 2006 and 2007, the Agency actively pursued and negotiated the purchase of vacant property in the area to facilitate affordable housing development. Although negotiations were not successful, the Agency should continue to pursue appropriate sites in the Third Avenue Village as they become available on the open market. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |

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# WEST GEOGRAPHIC FOCUS AREA

## PLANS & POLICIES

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Bayfront Redevelopment - Planning**<br>Support Bayfront master planning between the Port of San Diego and the City of Chula Vista to create comprehensive, up-to-date, and streamlined policies and initiatives for the Bayfront Project Area. Support City efforts to prepare and apply policy and legislative documents that enable the implementation of the Chula Vista Bayfront Master Plan elements located within the City's jurisdiction. | | | | ACCESS · WORK · INVEST · GROW | |
| ☐ Amend the existing Bayfront Redevelopment Plan to align land use policies and procedures with the proposed Bayfront Master Plan. | '06 | | X | | As an implementing action of the Bayfront Master Plan, the Redevelopment Plan Amendment relies on the Master Plan EIR for CEQA requirements. The Plan Amendment will occur simultaneously with or following the adoption of the Bayfront Master Plan. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| ☐ Support the California Coastal Commission Approval of Local Coastal Plan Amendment (LCPA) and Port Master Plan Amendment (PMPA). | '07 | | X | | LCPA and PMPA have not entered the Coastal Commission approval process yet. Awaiting completion/certification of the Master Plan EIR. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |

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## PUBLIC INFRASTRUCTURE & AMENITIES

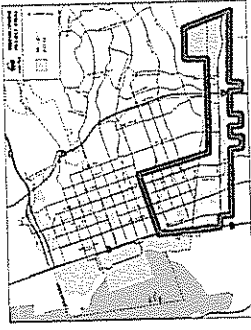| Goals & Objectives // Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes // Discussion |
|---|---|---|---|---|---|
| **Bayfront Redevelopment – Infrastructure Improvements**<br><br>The Bayfront area lacks the necessary public infrastructure to support the redevelopment of the area to more intense land uses as proposed within the Bayfront Master Plan. The redevelopment of the Bayfront area is a joint effort between the Port of San Diego and the City of Chula Vista. | | | | CLEAN, ACCESS, INVEST, WORK, GROW | |
| ☐ Coordinate with the Port and the City's Engineering and General Services Departments to complete an assessment of the current public infrastructure needs. | '06 | | X | | As part of the Bayfront Master Plan, a facilities needs assessment will be prepared. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| Coordinate with the Finance and Engineering Departments to develop the City's the Financing Plan for the necessary improvements. | '07 | | X | | |
| **Goodrich**<br><br>Goodrich has consolidated its operations within the Northern Area of the Bayfront. The consolidation now allows the redevelopment of their former site of operation. | | | | INVEST, CLEAN, GROW | |
| ☐ Complete activities for the transfer of the Rados property to Goodrich as required by the Agreement to allow for the consolidation within its North Campus and the vacancy of its former operations. | '06 | | X | | The Agency and Goodrich are completing negotiations for the transfer of the Rados property. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |

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## KEY CATALYST PROJECTS

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Resort Conference Center**<br>Development of a 1,500 room hotel and 400,000 sq foot convention space within the Bayfront.<br>□ Select the developer and operator of a quality Resort Conference Center (RCC) and begin negotiations. | '06 | ✓ | | SHOP GROW | A Letter of Intent (LOI) was entered into by and between the City, Agency, Port District, and Gaylord Entertainment July 2006 and extended on May 15, 2007 for six to nine months to allow for the completion of negotiations for the development of the RCC. |

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# SOUTH GEOGRAPHIC FOCUS AREA

## PLANS & POLICIES

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Southwest Specific Plan**<br>Facilitate the financing and preparation of a Specific Plan for the Southwest to provide for appropriate land uses and development standards to facilitate the development and redevelopment of properties within the area.<br>☐ Work with the Finance Department and the Office of Budget & Analysis to develop a financing plan for the development of the Southwest Specific Plan and initiate the development of the Plan. | '06 | | X | ACCESS WORK / GROW | A multi-departmental effort has been underway since mid-2006 to scope out a work program and funding plan for a Southwest Specific Plan. Staff is currently working with the Finance Department and Office of Budget & Analysis to restructure the Agency's budget and find available revenues this fiscal year to help fund a Southwest Specific Plan during the next fiscal year. Following this Midterm Review, the CVRC and Agency will be reviewing and considering a proposed FY 07/08 Agency budget, including appropriations requests to earmark monies for Southwest planning and civic engagement activities. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| **Environmental Remediation**<br>☐ Agency will coordinate and work with the Grants Manager to submit an application for EPA Brownfield Assessment Grant Program for Phase I Site Assessments for the entire Southwest Project Area | '07 | ✓ | | PRESERVE / CLEAN | Completed and submitted an application in December 2006 with the EPA for a $250,000 Brownfield Assessment Grant Program. Staff will receive notice in May or June 2007 of the EPA's decision. |

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## KEY CATALYST PROJECTS

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes / Discussion |
|---|---|---|---|---|---|
| **Redevelopment Opportunities** | | | | | |
| ☐ Identification of key strategic sites, which are vacant, stagnant or underutilized, to stimulate redevelopment | '07 | | X | SHOP, INVEST, WORK, GROW | Most redevelopment staff resources were focused in the North while awaiting the UCSP. As a Southwest Specific Plan gets underway, staff will identify key strategic sites for redevelopment. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| ☐ Facilitate completion of 180,000 sq. feet of new industrial development with appropriate access and visibility to I-805. | '06 '07 | ✓ | | | More than 180,000 sq. feet of new industrial development is under construction on Main Street, west of Reed Court. |
| **Auto Park Expansion** | | | | | |
| ☐ Complete construction of directional signs for Auto Park, including visible freeway signage. | '07 | | X | INVEST | Economic Development staff is continuing to coordinate with auto dealers and the Agency in securing a site, funding, and contract for the construction of a freeway directional sign. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |
| **Public Outreach and Education** Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals. | | | | INVEST | In 2006, created the Redevelopment Advisory Committee (RAC) to facilitate "early and often" input on project design. Southwest representation on the RAC was emphasized as a priority for the CVRC. In addition, the Institute for Local Government (ILG) recently completed an assessment of civic engagement practices in the City, including findings and recommendations about education, training, and capacity building for the community. Many of these key recommendations are consistent with staff's multi-departmental scoping efforts for specific |
| ☐ Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals. | '06 '07 | ✓ ✓ | | | |

| Goals & Objectives / Implementing Programs | Yr | Completed (✓) | Not Completed (X) | Goals Achieved by Implementing | Notes // Discussion |
|---|---|---|---|---|---|
| | | | | | planning and civic engagement in the Southwest, including the preparation of a "white paper" by redevelopment staff about newly emerging strategies for community strengthening and capacity building, and the application of those strategies in the Southwest. The "Community Strengthening Strategies" Report is attached as Appendix B. In addition to the appropriation of Agency funds for the Southwest Specific Plan, staff will also be requesting, on June 14th, funding to initiate and facilitate dialogue with community stakeholders in the Southwest about the white paper and opportunities for applying community strengthening strategies in the Southwest. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |

| AFFORDABLE HOUSING | | | | | |
|---|---|---|---|---|---|
| **Affordable Housing Program**<br>Expand housing opportunities for low and moderate-income residents by partnering with affordable housing developers and providing assistance for the new construction of approximately 240 dwelling units.<br>□ Complete construction of 120 new low or moderate-income dwelling units. | '07 | | X | | The Agency expects to complete the construction of 41 new low income senior housing units in FY 07/08 and to approve funding in FY 07/08 to Wakeland Housing for an additional 40+ units. *This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).* |

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# Appendix A

## PROPOSED FY 07/08 ANNUAL WORK PLAN

# Proposed Fiscal Year 07/08 Annual Work Plan

## ALL GEOGRAPHIC FOCUS AREAS

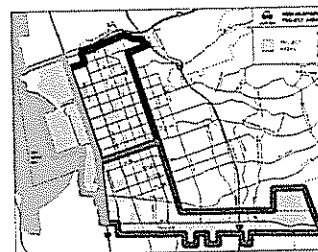| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| **COMPREHENSIVE PLANNING DOCUMENTS & PROCESSES** | | |
| **Public Outreach and Education** Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals. <br> ☐ Provide general and technical information to community organizations other civic groups. <br> ☐ Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals. | | **INVEST** |
| **Expansion of the Chula Vista Redevelopment Project Area** Adding territory to the existing Merged Chula Vista Redevelopment Project Area would strengthen the Agency's ability to leverage Low-Mod Funds for affordable housing, including new construction and land purchases, and further the Agency's legislative charge to remove blight. <br> ☐ Adoption of a Survey Area. | ✓ | **CLEAN ACCESS** **PRESERVE INVEST** **WORK GROW** |
| **Proportionate Increase of 20% Housing Set-Aside** Conduct a policy study for developing an accounting system that proportionately increases the annual amount of tax increment that is deposited into the Low-Mod Fund as tax increment revenues reach specified goal levels. This project would further the Agency's ability to facilitate the creation of affordable housing and meet its state-mandated housing obligations. <br> ☐ Policy study to analyze the accounting structure and identify appropriate tax increment thresholds for set-aside increases. | ✓ | **LIVE** |

# NORTH GEOGRAPHIC FOCUS AREA

| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| **PLANS & POLICIES** | | |
| **Environmental Remediation**<br>❑ Coordinate and work with individual property owners as contaminated sites are identified for the remediation of hazardous materials to create a viable development site. | | CLEAN  PRESERVE  INVEST |
| **KEY CATALYST PROJECTS** | | |
| **Third Avenue Redevelopment Opportunities**<br>The development or redevelopment of vacant or underdeveloped properties located along the Third Avenue corridor from E Street to the North and G Street to the South.<br>❑ Negotiate and complete four Agreements for mixed-use retail and residential developments.<br>❑ Facilitate the completion of 60,000 sq. feet of new retail/commercial development. | ✓ | CLEAN  SHOP  PRESERVE  INVEST  WORK  GROW |
| **E Street & Woodlawn Redevelopment Opportunities**<br>The redevelopment of underdeveloped properties located south of E Street along Woodlawn Avenue to provide a mixed-use retail and residential development.<br>❑ Pursue Agreements with property owners and developers to provide the Agency with the ability to explore, initiate, and enter into different types of development agreements for future redevelopment projects. | ✓ | SHOP  PRESERVE  INVEST  WORK  GROW |
| **Scripps Hospital**<br>❑ Assist Scripps hospital in developing a business plan to maintain the presence of quality medical facilities in the Northwest area of the City. | ✓ | INVEST  GROW |
| **H Street Corridor Study***<br>Develop a pathway for making the H Street Corridor a reinvigorated and vibrant regional commercial and retail area by developing strategies to retain and grow existing businesses and identify and attract new jobs and industries. | NEW | SHOP  PRESERVE  INVEST  WORK |

*** *New Program or Project for FY 07/08*

| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| ❏ Conduct a study of four key issue areas affecting economic and real estate development opportunities in the H Street Corridor, between Fourth Avenue and the I-5 Freeway, including: (1) Strategic vision and implementation plan for creating new jobs of high economic value generated from sources external to the City (new jobs); (2) Analysis of the core economic, social, and transportation linkages between the developing Bayfront and the Urban Core commercial areas along Third Ave; (3) Analysis and recommendations for the Scripps Health Complex and the Chula Vista Shopping Mall; and (4) Alignment of economic development priorities with appropriate urban design and transit along the Corridor. | NEW | GROW |
| **Gateway Chula Vista** <br> ❏ Complete construction of 100,000 sq. feet of commercial/office and retail as the third phase of the Gateway project. | | WORK   GROW |
| AFFORDABLE HOUSING | | |
| **Seniors on Broadway** <br> ❏ Complete the Seniors on Broadway housing project: 41-units of rental housing for extremely low and very low income seniors in the Southwest Project Area (825 Broadway b/w Sierra Way and K Street). | ✓ | LIVE |
| **New Construction of Housing** <br> ❏ The Agency will work to acquire property for the purpose of assisting in the construction of 100 affordable rental units for very low and low income households. | ✓ | LIVE |

# WEST GEOGRAPHIC FOCUS AREA



| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| **PLANS & POLICIES** | | |
| **Bayfront Redevelopment - Planning**<br>Support Bayfront master planning between the Port of San Diego and the City of Chula Vista to create comprehensive, up-to-date, and streamlined policies and initiatives for the Bayfront Project Area. Support City efforts to prepare and apply policy and legislative documents that enable the implementation of the Chula Vista Bayfront Master Plan elements located within the City's jurisdiction. | | 🔧 ACCESS   💲 INVEST<br>🏭 WORK   🌿 GROW |
| ❑ Amend the existing Bayfront Redevelopment Plan to align land use policies and procedures with the proposed Bayfront Master Plan. | ✓ | |
| ❑ Support the California Coastal Commission Approval of Local Coastal Plan Amendment (LCPA) and Port Master Plan Amendment (PMPA). | ✓ | |
| ❑ Support efforts by the developer and the Port to obtain State Lands Approval. | | |
| **Bayfront Redevelopment – Infrastructure Improvements**<br>The Bayfront area lacks the necessary public infrastructure to support the redevelopment of the area to more intense land uses as proposed within the Bayfront Master Plan. The redevelopment of the Bayfront area is a joint effort between the Port of San Diego and the City of Chula Vista. | | ☀️ CLEAN   🔧 ACCESS<br>💲 INVEST   🏭 WORK<br>🌿 GROW |
| ❑ Coordinate with the Port and the City's Engineering and General Services Departments to complete an assessment of the current public infrastructure needs. Coordinate with the Finance and Engineering Departments to develop the City's the Financing Plan for the necessary improvements. | ✓ | |
| **Goodrich**<br>Goodrich has consolidated its operations within the Northern Area of the Bayfront. The consolidation now allows the redevelopment of their former site of operation. | | 💲 INVEST   🌿 GROW<br>☀️ CLEAN |
| ❑ Complete activities for the transfer of the Rados property to Goodrich as required by the Agreement to allow for the consolidation within its North Campus and the vacancy of its former operations. | ✓ | |

| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| ❑ Demolish and remove vacant buildings located at Goodrich's former operations. | | |
| ❑ Environmental cleanup of groundwater contamination in the West Geographic Focus Area. | | |
| KEY CATALYST PROJECTS | | |
| **Residential Development**<br>Construction of up to 2,000 units of residential units within the Bayfront master planning area.<br><br>❑ Entitle the residentially zoned land of the Bayfront Master Plan area. | | GROW |

# SOUTH GEOGRAPHIC FOCUS AREA

| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| **PLANS & POLICIES** | | |
| **Southwest Specific Plan** Facilitate the financing and preparation of a Specific Plan for the Southwest to provide for appropriate land uses and development standards to facilitate the development and redevelopment of properties within the area. ☐ Work with the Finance Department and the Office of Budget & Analysis to develop a financing plan for the development of the Southwest Specific Plan and initiate the development of the Plan. ☐ Support City efforts to complete the Southwest Specific Plan. | ✓ | ACCESS WORK GROW |
| **Environmental Remediation** ☐ If awarded EPA Brownfield Assessment Grant, complete Phase I site assessments for Southwest Project Area. ☐ Submit an application for EPA Revolving Loan Fund Grant Program to complete Phase II site assessments and cleanup. | | PRESERVE CLEAN |
| **PUBLIC INFRASTRUCTURE & AMENITIES** | | |
| **Main Street Improvement Plan** ☐ Agency will coordinate with the Engineering Department to complete an assessment of current deficiencies and an improvement plan to address identified deficiencies. The Agency will also coordinate with the Finance Department and Engineering to develop a Financing Plan for the necessary improvements. | | ACCESS INVEST GROW |
| **KEY CATALYST PROJECTS** | | |
| **Redevelopment Opportunities** ☐ Identification of key strategic sites, which are vacant, stagnant or underutilized, to stimulate redevelopment | ✓ | SHOP PRESERVE INVEST WORK GROW |

| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| **Auto Park Expansion**<br><br>❑ Complete construction of directional signs for Auto Park, including visible freeway signage. | ✓ | 🅢 INVEST |
| **Auto & Construction Material Recycling Areas***<br><br>The Otay Valley Project Area is home to numerous automobile and construction material recycling businesses. These businesses provide a needed service, but there may be higher and better uses for this location of the City.<br><br>❑ Conduct a feasibility study for the Otay Valley Project Area to: (1) Determine if other land uses, such as expansion of the auto park or development of new industrial or business parks, may be a better use of some or all of the Project Area; (2) Analyze the compatibility of existing and potential future land uses with the surrounding community; and (3) Examine how existing and potential land uses fit into the overall economic development strategy for the City. | NEW | CLEAN ACCESS PRESERVE WORK GROW |
| **Landfill Annexation***<br><br>The City has an agreement with the County of San Diego that allows the City to annex and acquire approximately 54-acres of land adjacent to the landfill.<br><br>❑ Conduct a study to determine if development of a business or industrial park at this location could create a competitive advantage in recruiting private, knowledge-based technology companies to Chula Vista. Because of its location within the Otay Valley Project Area and proximity to numerous auto recycling businesses, study complements the analysis of the existing automobile and construction material recycling uses. | NEW | CLEAN ACCESS PRESERVE WORK GROW |
| **Public Outreach and Education**<br><br>Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals.<br><br>❑ Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals.<br><br>❑ ***Begin and fund an exploratory dialogue with community stakeholders in the Southwest about the principles and models presented in the "Community Strengthening Strategies" white paper, and the possible application of those principles in Southwest Chula Vista. | NEW | 🅢 INVEST |

*** *New Program or Project for FY 07/08*

| Goals & Objectives / Implementing Programs | Carried Over from 2006 or 2007? | Goals Achieved by Implementing |
|---|---|---|
| **AFFORDABLE HOUSING** | | |
| **Affordable Housing Program** Expand housing opportunities for low and moderate-income residents by partnering with affordable housing developers and providing assistance for the new construction of approximately 240 dwelling units. Completion of this project would eliminate factors hindering economically viable use. | | 🏠 LIVE |
| ❏ Complete construction of 120 new low or moderate-income dwelling units. | ✓ | |

# Appendix B

## WHITE PAPER – "COMMUNITY STRENGTHENING STRATEGIES AND THEIR APPLICATION TO SOUTHWEST CHULA VISTA"

Report to the City Council, Redevelopment Agency,
and Chula Vista Redevelopment Corporation

# Community Strengthening Strategies

And Their Application to Southwest Chula Vista

**Prepared:**
May 2007

**Submitted by:**
Ann Hix, Acting Director of Community Development

**Prepared by:**
Sarah Johnson, Community Development Specialist

**Via:**
Jim Thomson, Interim City Manager

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# Table of Contents

# I. Introduction

## A. Purpose

This white paper was prepared to aid the City Council in policy decisions about community strengthening efforts in Southwest Chula Vista. Although local governments play an irreplaceable role in making cities desirable and equitable places to live, government alone cannot meet the wide array of needs that diverse communities have today. City halls nationwide are realizing that comprehensive community revitalization requires collaboration with local stakeholders from all sectors, including residents, businesses, civic groups, and non-profit organizations. Many communities have achieved lasting and meaningful change by employing the theories and principles of *community strengthening*, also known as community building or comprehensive community change. This white paper explores opportunities for the City to apply these general principles to a specific area of the City, the Southwest, and recommends that the City collaborate with local stakeholders to explore the implementation of a comprehensive community strengthening strategy that seeks to build the Southwest's human, social, organizational, and civic capacity.

## B. Overview

This white paper examines a newly emerging nationwide trend of local communities that are employing new strategies and public-private partnerships to build capacity and improve quality of life at the local level. These communities share many of the characteristics found in Southwest Chula Vista and offer several models that the Southwest could draw from. This white paper explores the theories and principles behind *community strengthening*, and recommends initiating community strengthening strategies in the Southwest.

Community strengthening emphasizes *process before product*, and prioritizes *capacity building* to give communities the tools they need to help themselves. Capacity building is the process of facilitating change by providing people with training, resources, and support in areas such as government structure and processes, leadership training, and access to local programs and services. Strengthening the knowledge and skills of individuals and local organizations, and building relationships between them, creates informed networks of stakeholders. A community with connections to each other and to external resources has civic capacity to engage City Hall in constructive dialogue about the future of their community. Investing time and resources into the *process* of education and strengthening social networks creates self-empowered, well-informed communities and achieves *product* outcomes as a result.

While principles behind community strengthening strategies can be applied in almost any community, the Southwest has unique assets and needs, and stands to benefit from a broad community strengthening strategy that builds capacity and addresses community issues comprehensively. As master planned communities in the east approach build-out and revitalization efforts in the Urban Core move forward, the City's long-term planning focus is shifting to the Southwest. The Southwest's history, including the annexation of the Montgomery Area, and perceptions of under-representation and mistrust with City Hall, make

a collaborative and comprehensive approach essential to build public trust. To garner support for City goals such as redevelopment and specific planning, City Hall, community organizations, local businesses, and other stakeholders must partner to improve the quality of life for Southwest residents. Without a comprehensive community strengthening strategy, the City's conventional planning processes and civic engagement practices are not likely to be successful.

## C. Recommendation

Staff is seeking authorization to begin a dialogue with community stakeholders about the principles and models presented in the white paper, and their possible application to the Southwest. An initial group of community stakeholders could include: schools, businesses, nonprofits, regional foundations, faith-based organizations, community organizations, higher education, and other public agencies. Topics to be discussed include:

- How to apply community strengthening principles and models in the Southwest.
- How to expand the community strengthening dialogue to broader segments of the community.
- How to launch a comprehensive community strengthening effort in the Southwest that is organized and led as a partnership among local stakeholders, including City Hall.
- What process would be used to identify core objectives and program areas for such an effort, which would require further input from the broader community.
- How to integrate the development of a Southwest Specific Plan into this effort.
- Where to find funding sources and financing structures.
- What educational tools, practices, and training are needed to strengthen capacity.

The initial group could develop a work program that addresses the above discussion topics, and present the program to the City Council and other agencies and organizations for further dialogue and/or action. A key component of the work program would be the implementation of community strengthening and civic engagement strategies that will include broader segments of the Southwest population.

Moving forward with a community strengthening strategy is important to the success of several initiatives currently underway or about to start in the Southwest:

Importance for Civic Engagement Practices

Several of the community building principles described in this report relate to civic engagement practices and are consistent with many of the key recommendations provided in the civic engagement study that the Institute for Local Government (ILG) recently conducted for the City. Implementing the concepts and recommendations offered in this white paper would be one step toward implementing the ILG report's recommendations in the Southwest. For instance, the unique language and cultural characteristics of the Southwest should be considered in decisions about civic engagement practices there. To build public trust and to engage a sector of the public that currently is not involved, the City may need to consider translating public notices and correspondence, public hearings, and community meetings into Spanish, and find other creative ways to involve typically less involved communities.

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Importance for Southwest Specific Planning

Framing Southwest specific planning efforts in the context of a community strengthening strategy has several advantages. It will help the community understand the importance of planning and zoning as related to other areas of community concern. At the same time, it will acknowledge that planning and zoning is only one part of community strengthening, and cannot by itself address the array of concerns that exist. A community strengthening strategy will provide Southwest residents with a forum to raise concerns that are broader than specific planning issues, and allow the public process for specific planning efforts to remain focused and productive.

Importance for Redevelopment

Community outreach and education, and facilitating the financing and preparation of a Southwest Specific Plan by 2008, are major goals of the Redevelopment Agency's adopted 2005-2009 Five Year Implementation Plan. Comprehensive community strengthening strategies will facilitate both of these goals, which are essential to the success of redevelopment in the Southwest. Redevelopment is facilitated not only by appropriate planning and zoning frameworks, but also by active and well-informed business associations and community groups working together and with City staff to improve economic development, public safety, neighborhood beautification, and access to social services. Redevelopment will not proceed as desired in the Southwest if City staff is the sole or even the primary group working toward it.

## D. Organization of Report

The remainder of the report:
- Explains why a community strengthening strategy is necessary in the Southwest;
- Provides a profile of Southwest Chula Vista and explains how it would benefit;
- Presents theories, principles, and models of comprehensive community strengthening;
- Highlights national trends and examples of cities that have undergone successful community strengthening efforts; and
- Recommends applying community strengthening efforts in the Southwest.

The Appendices provide more in-depth information about demographics in the Southwest, examples of successful community strengthening efforts, and a recent National League of Cities publication on best practices in building equitable communities.

# II. Why Apply Community Strengthening Strategies in the Southwest?

Local government is an essential partner in creating and maintaining meaningful change. However, in cases where broad community strengthening is needed, government cannot accomplish widespread change alone. Many communities with characteristics similar to those of the Southwest have benefited from collaborative efforts that involve city hall and

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community stakeholders, including local business interests. These public-private partnerships often follow the principles of what has been called *community strengthening, community building*, or *comprehensive community change*. These models view community needs and assets comprehensively, and focus heavily on strengthening the skills and resources of individuals and organizations. Building human, social, organizational, and ultimately civic capacity gives communities tools to help themselves. A collaborative effort to build capacity and strengthen community in the Southwest would not only be beneficial to the Southwest, but it is also necessary to achieve the City's goals in the Southwest. City-community partnerships in community building efforts are essential to build public trust, improve the quality of life in an underserved area, and stimulate redevelopment efforts and other city goals for the Southwest.

Due to the Southwest's history and its current demographics, there is a perception that the Southwest has not been a priority for the City in recent years, and many residents feel underrepresented in City Hall. To acknowledge and avoid past roadblocks, and to capitalize on renewed community interest and commitment, it is necessary for the City to make intentional efforts to build public trust in the Southwest. Partnering with existing community organizations and stakeholders to initiate a comprehensive community strengthening strategy will demonstrate a good faith effort to value public opinion and public process.

Fundamental to any community strengthening effort is the desire to improve the quality of life for residents. Building individual, social, and organizational capacity provides a community with

> A Community Strengthening Strategy in the Southwest is essential to build public trust, improve quality of life, and accomplish redevelopment in the area.

the resources to improve conditions in their own community. Facilitating a process that strengthens networks between existing community groups and provides an opportunity for new organizations to develop would create partnerships that can effect change on a broad scale. Additionally, strengthening the City's relationships with community groups and increasing the community's access to local government would benefit all parties and make community strengthening more efficient by combining efforts. The only way to achieve tangible outcomes is through a collaborative effort where all players have the skills and resources necessary to accomplish a broad array of goals.

Comprehensive community strengthening efforts are also necessary to achieve redevelopment in the Southwest. To accomplish successful redevelopment that serves local residents, it is necessary to view community concerns and opportunities for improvement through a comprehensive lens. As acknowledged in the Redevelopment Agency's 2005-2009 Implementation Plan, which set a goal to facilitate the financing and preparation of a Southwest Specific Plan by 2008, planning and zoning are important in providing the framework for the future development. However, the type of community envisioned in a specific plan may not come to fruition if elements such as economic development, affordable housing, education, and social services are not in place. Strengthening capacity in the Southwest will empower the community to engage City Hall and drive improvement efforts in their own community. Without well-developed business associations and community organizations, working toward goals such as small business support, neighborhood beautification, and public safety, redevelopment may not proceed as desired.

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The following sections describe the Southwest's unique character and challenges, outline the model and principles of community building, and demonstrate how other cities nationwide have successfully implemented comprehensive strengthening strategies. Staff recommends initiating dialogue with existing community stakeholder groups in the Southwest about how to tailor these models and success stories to the needs of the Southwest community, and implement them collaboratively.

## III. Why Would the Southwest Benefit?

The Southwest's history and character indicate that it is a portion of the City with unique assets and needs, and an area where comprehensive community strengthening has the potential to significantly improve the quality of life for residents. Traditional City methods of public involvement will not be sufficient in the Southwest due to public trust issues, broad areas of community concern, and unique demographics and character.

The Southwest Planning Area, as defined in the General Plan, consists of approximately 5,753 acres or almost nine square miles. It is generally bounded on the north by L Street; on the south by the Otay River; on the east by Interstate 805; and on the west by the San Diego Bay. The Southwest includes several mature neighborhoods such as Harborside, Castle Park, Otay Town, Woodlawn Park, Broderick Acres, Whittington Subdivision, and West Fairfield. The 3.9-square-mile Montgomery area, which was annexed to the City from San Diego County in 1985, covers a major portion of the Southwest. The Southwest has diverse land uses including residential, commercial and industrial businesses. Some of the Montgomery Annexation areas historically developed without adequate planning and zoning controls, which has led to incompatible and inefficient land use patterns. Despite City efforts to date, many challenges remain in the Southwest.

Current demographic information suggests that the Southwest merits consideration for activities such as capacity building and community strengthening. While some characteristics are expressions of the Southwest's assets, such as its cultural diversity and unique history, certain demographic data are indicative of challenges the Southwest faces. When compared to the City of Chula Vista as a whole, and to national averages, the Southwest demonstrates lower levels of median income and educational attainment, and higher levels of minorities, non-English speakers, and disabled residents. Understanding community



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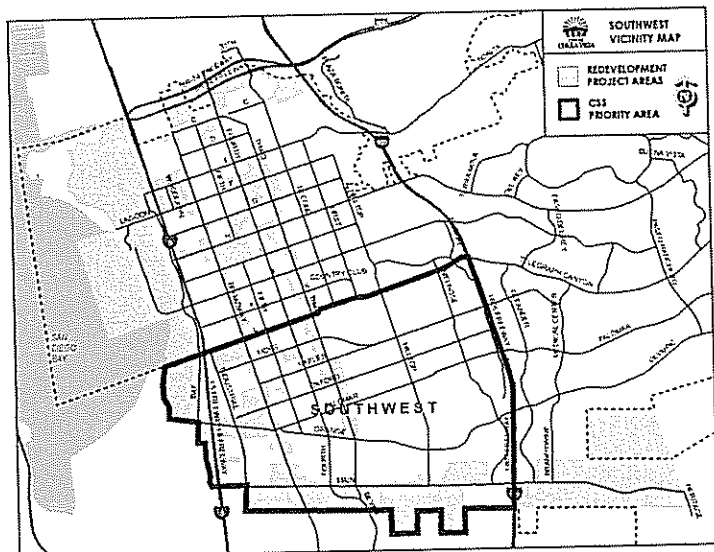
conditions provides insight into ideal strategies for effective service provision, capacity building, and public process in civic affairs such as specific planning.

The following demographic data is based on the sixteen census tracts that comprise the Southwest area as defined above. The total population of the Southwest is 77,171, which accounts for 36.2% of Chula Vista's total population (SANDAG estimates; 2005 American Community Survey). Key economic indicators demonstrate that residents of the Southwest have less financial resources than residents in other areas of the City or country. The median household income in the Southwest was $39,694 in 2000, which was significantly lower than the $44,861 median income citywide and also lower than the national average of $41,990. It follows that 15.2% of the Southwest's population was living below the poverty line in 2000, which was much higher than the national average of 11.3%.

Educational attainment in the Southwest is also lower than in other areas of Chula Vista. While 78.5% of Chula Vista residents citywide have graduated high school, and 22.2% have a bachelor's degree or higher, only 66.5% and 10.6% of residents in the Southwest have those levels of educational attainment, respectively (2000 Census). The percentage of Southwest residents with a disability[1] is 20.3%, just slightly higher than citywide and national averages, which are both 19.3%.

Any public outreach in the Southwest must consider economic and educational factors, and race, ethnicity, culture, and language. Over half of Chula Vista's residents citywide are Hispanic or Latino (55.8%), which is significantly higher than the national average of 14.5% (2005 American Community Survey). However, the Latino population in the Southwest is still much higher at 66.5% (SANDAG Estimates). In fact,

| Southwest Data: | |
| --- | --- |
| Size: | ≅9 sq. mi. |
| Population: | 77,171 |
| % of City Pop: | 36.2% |
| Med Income: | $39,694 |
| Hispanic: | 66.5% |
| Spanish Speakers: | 49.5% |
| High School Grad: | 66.5% |

almost half of residents in the Southwest spoke Spanish in 2000 (49.6%), and 11.2% of residents overall did not speak any English. One could assume that based on the growth of the Latino population in the Southwest since 2000, the number of Spanish speakers has increased. Appendix 1 contains more detailed demographic data for the Southwest.

This information generates several recommendations regarding how community strengthening should be conducted. Lower-than-average levels of educational attainment in the Southwest suggest a need for capacity building. The high percentage of Spanish speakers indicates that it is essential that outreach efforts be conducted in Spanish. Documents should be translated into Spanish and meetings should provide translation. Additionally, opportunities for participation in civic affairs should be provided in multiple forms, including some options that require less time and resources than others. For example, those who work full time and families with children may not have as much free time for civic engagement as other community members but they may still like to participate in one-time events or groups that do not require frequent meetings. Childcare should also be provided at community meetings, and interested participants should be polled on the best times, days, and locations for meetings. Additionally,

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[1] Disability is defined by SANDAG's Data Warehouse, Glossary of Terms, as "A long-lasting physical, mental, or emotional condition making it difficult for a person to do activities such as walking, climbing stairs, dressing, bathing, learning, or remembering. May also impede a person from being able to go outside the home alone or to work at a job or business."

to involve a wide cross-section of the community in civic affairs, it may be necessary to use creative methods such as focus groups that provide incentives for participation. Absent these efforts, community strengthening efforts will not reach less involved segments of the Southwest population.

# IV. What Is Comprehensive Community Strengthening?

The Southwest stands to benefit greatly from a broad community strengthening strategy that seeks to build capacity and address community issues comprehensively. Government, communities, businesses and philanthropic organizations can work together to achieve common social, economic and environmental outcomes. This holistic approach to improving quality of life at the local level has taken on several names—community strengthening, community building, and comprehensive community change are some of the most common— but all are based on similar core principles. The following is a discussion of the theory and principles of community building, strategic models for accomplishing community change, national trends in the field, and successful examples of partnerships where local governments have taken the initiative to be a part of comprehensive community strengthening. References to where these concepts can be applied to the Southwest are interspersed in this section, and a complete set of conclusions and recommendations.

## A. Theory and Principles

In sum, comprehensive community strengthening, or community building, can be defined as "the *democratic or participatory* efforts to enhance the capacities of individuals and organizations in

| Community Building is... |
|---|
| an inclusive effort to strengthen the knowledge and skills of individuals and organizations, and the connections between them. |

communities and the connections between them" (Auspos 2005). It is not a program or technique, but rather a conceptual framework; community building deals not only with *what* is done to improve a community, but *how*. It is not an abstract concept; it involves concrete elements of strengthening the knowledge and skills of individuals and community institutions, and building relationships between them (Kubisch *et al.* 2002). Relationships both within the community and between the community and government are important. The matrix below summarizes the social networks and partnerships that community building emphasizes. Individuals must have their own skills and knowledge, as well as relationships with each other and with organizations that also have the skills and knowledge to effect change. In turn, organizations must be connected via networks or coalitions; it is these levels of capacity and partnerships that make community building possible.

|  | Capacity | Connections |
|---|---|---|
| Individuals | Leadership and Skills Development *(Govt. structure/process, access to resources)* Services and Support | Social Capital *(Relationships, connections)* Community Organizing |
| Organizations | Organizational Development | Coalitions, Networks |

The theory behind this type of community strengthening is that the people who are most affected by local decisions should be able to influence change. Therefore, community strengthening is an ongoing, democratic process that underscores the values of equity, self-

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determination, social justice, and respect for diversity. Residents are central to the process not only as beneficiaries of change, but also as agents of change. Their involvement lends trust and legitimacy to the process (Kubisch *et al.* 2002).

Goals for strong communities include the following (Department for Victorian Communities):

- strong partnerships and collaboration between community organizations;
- local leadership, ownership and control;
- economic, social and environmental assets;
- knowledge and understanding of community;
- the ability to organize participation, determine priorities, and best use resources; and
- governance structures through which action can be organized.

Comprehensive community strengthening can maintain focus on traditional government responsibilities, while changing the way initiatives are designed to improve service delivery. Several cities—Minneapolis and San José, for example—have applied the principles of community building to create more inclusive community planning processes. If planned well, community strengthening can use existing resources more efficiently rather than requiring additional funding (Department for Victorian Communities). The Strong Neighborhoods Initiative in San José found that looking at community issues from the residents' perspective achieved a more efficient and responsive service delivery system. The San José City Council committed to incorporate community priorities into the City's Capital Improvement Plan, and saw that by realigning existing resources, they could better connect resources to community priorities (www.strongneighborhoods.org).

These principles of inclusive governance can and should be applied to the Southwest. Growing community concern about public prioritization of incompatible land uses, public health and safety, and the impacts of new development give the City the opportunity to proactively solicit public prioritization of community concerns. If the City is not proactive about collaboratively identifying and responding to concerns from the public, an antagonistic, reactive relationship may develop between City Hall and portions of the Southwest community.

### B. Model and Strategy

National trends in comprehensive community change suggest that attention to three key issues is important in developing a successful model for community strengthening. Successful initiatives have done the following: 1) focused on process before product (and achieved product as a result), 2) invested time and resources into human, social, and organizational capacity building, and 3) developed a strategic scope and work plan from the beginning.

### Process before Product

The long-term vitality and quality of life in a community is primarily dependent not on the short-term completion of products or programs, but on the knowledge and skills of residents and stakeholders, which enable communities to become self-empowered and bring about positive change. While community building can be a means to an end, and emphasize program goals and outcomes, it must also be an end in itself, by focusing on resident leadership, social capital, and neighborhood empowerment (Kubish *et al.* 2002). A

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community strengthening strategy that focuses only on short-term products is not likely to see the benefits of a more process-oriented approach; however, an initiative that prioritizes process is likely to also see tangible "product" results.

The City of San José is one example of a city that focused on process before product, and achieved exciting results. The Strong Neighborhoods program viewed each of its initiatives as having a "double bottom line"—to both build leadership and produce results. With support from staff, each neighborhood was expected to form a 501(c)3 organization, develop a prioritized neighborhood plan, and leverage additional resources needed to implement it. A new neighborhood urban park and a Community and Policing Center are just some examples of the results achieved by focusing on developing community skills and leadership—process before product (www.strongneighborhoods.org).

In the Southwest, focusing on the process of strengthening the skills and knowledge of individuals and organizations, and their connections to each other and to government, will be essential to achieving long-term improvements in the community.

## Capacity Building

A process-oriented approach facilitates capacity building, which is a key component of successful community strengthening. One public sector community builder stated that "Capacity building is a process of managing change by making training, resources and support available to people" (Department for Victorian Communities). To achieve meaningful community and civic capacity, three levels of capacity building must be addressed—human, social, and organizational. The flow chart in Appendix 2 visually depicts this model of capacity building (adapted from Saegert; Auspos 2005).

*Human capital* refers to the skills and knowledge of individuals, and is strengthened primarily through education and training. Providing the public training in leadership, local government, city planning, small business development, public health, and other community issues are examples of building human capital. The Warren Connor Development Coalition (WCDC) in Detroit

> **Human Capital:** Individuals' skills & knowledge
> **Social Capital:** Networks, norms, & social trust that facilitate cooperation; "Relationships that lead to action."
> **Organizational Capital:** Strength of community groups, business associations
> **Community Capital:** Built from human, social, and organizational capacity; community's ability to be self-empowered; collective visioning, agenda-setting
> **Civic Capital:** Collective ability to engage public sector; access external resources

participated in the Annie E. Casey Foundation's Rebuilding Communities Initiative (RCI) and focused heavily on human capacity building. They instituted "Project Lead," which provided a series of workshops on leadership, city agencies, and other areas the community wanted to learn more about. The WCDC also focused on getting youth involved, and on building the capacity of the community's youth.

There are innumerable ways to strengthen human capital in the Southwest. Several community groups may already have training or education elements as part of their work that they may wish to tailor to the Southwest. There may be opportunities to partner with local schools or colleges to offer innovative community-oriented educational opportunities. The City may choose to hold a series of workshops on the basics of local government, City

programs and services, and how to get involved. Staff is also currently exploring the creation of a City Resource Guide to inform residents about City services, and how to connect with needed resources.

*Social capital* is the relationships, informal networks, norms, and social trust that facilitate collaboration between individuals in a community. Simply stated, social capital is the existence of relationships that facilitate action (Saegert). Strengthening social capital involves getting people together, either at traditional meetings or more creative events such as community walk-throughs, block parties, or volunteer events. It is important to facilitate broad participation by offering multiple opportunities for stakeholders with varying levels of time and resources. It is necessary to solicit community input on what will attract participation—translation at meetings, childcare, food, or nontraditional meeting times and locations, for example.

The Minneapolis Neighborhood Revitalization Program (NRP), which was formed by the City Council and the Minnesota state legislature to address decline in urban neighborhoods, is an example of an initiative that emphasized the value of broad participation and relationship building. Each neighborhood organization that wanted to participate in the program had to sign a "Participation Agreement," which outlined how they planned to involve a diverse group of community stakeholders, including minority populations, renters, and other underrepresented groups. The neighborhood groups had to provide multiple opportunities for participation via activities such as meetings, surveys, events, and focus groups (www.nrp.org).

In a community like the Southwest, where the community does not yet enjoy the level of organization that is necessary for broad civic engagement or community-led improvements, and where a large part of the population may be underrepresented, community organizing would likely be a necessary part of building social capital. To get a wide cross-section of the community involved, resource-intensive community outreach such as going door-to-door, distributing flyers, or conducting Spanish language focus groups may be necessary.

Finally, strengthening the *organizational capital* of existing community groups and encouraging the development of new groups is integral to building community capacity. As research suggests, "Strong organizations are especially important in communities of lower socio-economic status to offset their other barriers to participation" (Fung and Fagotto 2006). Strategies for enhancing organizational capacity in the Southwest could include educating groups on how to leverage funding by providing grant writing training or an ongoing list of grant opportunities, for example. Other strategies may include providing leadership and management training for existing or budding leaders, or offering small business support or development training. The San José Strong Neighborhoods Initiative, for example, provided grant writing training to neighborhood groups, which were then expected to leverage outside funding to complement city funding for the implementation of neighborhood plans (www.strongneighborhoods.org). Another important aspect of organizational capacity is coalition building, or developing consistent communication among community groups and collaboration on strengthening efforts.

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Part of organizational capacity building in the Southwest may include encouraging the formation of new community or neighborhood groups, particularly if certain areas or sectors of the population do not feel represented by existing groups. This will not occur, however, absent human and social capital strengthening. The Minneapolis Neighborhood Revitalization Program was very successful at facilitating the formation of new community groups. Prior to the NRP, most neighborhoods had weak or unstable levels of organization, if any. Today, all 81 urban neighborhoods in the program have functioning 501(c)3 neighborhood organizations (Fagotto and Fung 2005). In the Southwest, organizations may form around either geographic or issue areas, or both.

*Community capacity* may be developed only after training and organizing efforts with individual residents and organizations have been completed. The community will then be better equipped to collectively participate in local visioning, planning, and agenda-setting, and will be able to take ownership of change. This level of self-empowerment is often called community capacity. "Community Capacity is the interaction of human, organizational and social capital existing within a given community that can be leveraged to solve collective problems and improve or maintain the well-being of a given community" (Chaskin 1999 as cited in Auspos 2005).

Strengthening community capacity in Southwest Chula Vista may mean going through a community visioning process, which could include mapping out community assets and needs, and prioritizing action areas. Also, research indicates that community planning is a tangible product that successfully reduces common barriers to city-community collaboration (Rich *et al.* 2001). The City will certainly involve community residents and stakeholders in the specific planning process, and should apply community building principles where possible. In both the Minneapolis Neighborhood Revitalization Program and in San José Strong Neighborhoods, capacity building efforts led up to localized, neighborhood planning. The Southwest is a large area with over 77,000 residents; localized, neighborhood strengthening efforts or planning may be desirable if the community expresses interest in organizing at a neighborhood level.

*Civic capacity* is the most advanced level of capacity that a community can develop. It is the collective ability to engage with the public sector, influence the social agenda, access public and private sector resources, and influence the physical and social environment (Saegert). Civic capacity is different than civic engagement, which is usually of an individual nature (voter turnout, participation in public forums, reading the local newspaper). Civic capacity is collective; it moves beyond the agenda of one specific community group. It does not necessarily mean consensus, but it involves stakeholders from various sectors—businesses, parents, non-profits, educators—coming together around community-wide concerns. Without the prior steps of building the capacity of individuals and groups, and undergoing a community visioning or planning process, civic capacity would not be possible (Saegert). Civic capacity ensures that relationships are built not only within the community but with external parties as well.

> "When collaboration succeeds, new networks and norms for civic engagement are established and the primary focus of work shifts from parochial interests to the broader concerns of the community. Collaboration...not only achieves results in addressing...substantive issues...it also builds 'civic community.'"
> -Chrislip and Larson 1994 as cited in Rich *et al.* 2001

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Members of the Southwest community have felt underrepresented in City Hall in the past, and may not enjoy strong connections to stakeholders and resources outside the community. Any community strengthening efforts must not only focus on building capacity within the community, but also on strengthening relationships with outside stakeholders such as local business interests, and certainly City Hall. Community support for City goals such as specific plans is much more likely if the community is confident that it has a positive relationship with City Hall.

## Strategic Scope and Work Plan

In addition to prioritizing process and investing in capacity building, successful models for comprehensive change are clear about their scope and work plan from the beginning. There are three types of comprehensive approaches to community change: 1) Efforts may be comprehensive from the outset, attempting to address physical, economic and social issues all at once by developing programs in three or four areas and relying on many organizations to collaboratively plan, manage, and carry out activities. The San José Strong Neighborhoods Initiative and the Annie E. Casey Foundation's Rebuilding Communities Initiative (RCI), which was carried out in five major urban areas, used comprehensive approaches with five or six objectives or program areas. 2) Alternatively, an initiative may form around a "strategic driver," usually a single community-identified issue that serves as a catalyst to jump start broader efforts that are still approached via a comprehensive lens. Detroit's Warren Connor Development Coalition (WCDC), for example, formed around improving the quality of local public schools, and later expanded its efforts, once external support from the Annie E. Casey Foundation was obtained (www.warrenconnor.org). 3) Third, an organic, incremental approach may begin with one thing at a time and expand programs as needs arise without pre-planning a comprehensive initiative from the start (Kubisch *et al.* 2002). The incremental approach is usually used by smaller, resident-led initiatives that do not yet have a high level of organization or resources. While each strategy has its pros and cons, it is best to start with something that will have short-term tangible successes, is a primary community interest, and can garner future participation, funding, and support.

For the Southwest, a full strategic scope and work plan would be best developed in collaboration with existing community stakeholders who have access to local knowledge and public trust and participation. Most likely, the scope and work plan would either be comprehensive from the outset, or may form around a "strategic driver." Staff will be seeking approval to initiate discussion with community stakeholders regarding their ideas for community strengthening efforts.

# V. Where Has Comprehensive Community Strengthening Been Successful?

Community building, or strengthening, is a relatively new phenomenon, but in the roughly 20 years that it has been practiced in the United States, it has emerged as a successful approach to community development (Auspos

Local government is an essential partner in creating and maintaining meaningful community improvement.

2005; Saegert). In the last few years, local governments have become much more involved in comprehensive community change through partnerships with local communities. Results from a National League of Cities survey conducted in 1998 demonstrated that "the past few years have witnessed an unprecedented growth in collaborative efforts between city halls and community organizations to reduce poverty and/or revitalize neighborhoods" (Rich et al. 2001). A 1995 report by the Committee for Economic Development (CED) concluded that creating partnerships between government, businesses, and community organizations is "the nation's best hope" for revitalizing urban areas. The report stated, "*Community groups* offer indispensable institutional and human resources, knowledge of neighborhoods and their problems, and the trust and participation of residents. *Outside institutions* [government, business] possess financial resources, technical knowledge and skills, and political power" (CED 1995 as cited in Rich et al. 2001).

A large body of national research demonstrates that partnerships between local government and community groups are essential to successful revitalization or redevelopment of urban areas. However, the National League of Cities survey shows that community organizations and city halls perceive these partnerships differently. Cities have a more positive impression of city-community partnerships than community groups

| Partnerships are Essential |
| --- |
| <u>Community Groups Offer:</u> |
| -Institutional & Human Resources |
| -Neighborhood Knowledge |
| -Resident trust & Participation |
| <u>Outside Groups (Govt, Business) Offer:</u> |
| -Financial Resources |
| -Technical Knowledge/Skills |
| -Political Power |

have, and also report higher levels of benefits from collaboration (Rich *et al.* 2001). Collaboration was most common during early stages of a project or initiative, which may prove limiting. Both cities and community groups surveyed agreed that inadequate city funding and a lack of trust and respect for each other were the greatest barriers to collaboration. Successful examples of collaboration provided multiple avenues for open communication, typically involved government funding or incentives for community-based activities, and often incorporated a comprehensive approach to poverty reduction or a strategic planning initiative (Rich *et al.* 2001).

There are several successful examples nationwide that are indicative of these national trends, and where comprehensive community change has occurred by following the principles and models explained above. Success stories always involve collaboration among several community stakeholders. Local government is an essential partner in creating and maintaining meaningful change. Cities such as San José and Minneapolis have realized that giving the public the authority and resources to participate in civic affairs such as community planning and the design of service provision results in more efficient and effective public service delivery and use of public funds. Participants in the Minneapolis NRP do not believe revitalization efforts would have been successful without the resources and the authority that the public sector gave the community (Fung and Fagotto 2006).

While most city-community partnerships in large-scale comprehensive community strengthening efforts do involve some level of city funding, there are creative ways to provide public sector support.

| **Collaboration is...**"more than simply sharing knowledge and information (communication) and more than a relationship that helps each party achieve its own goals (cooperation and coordination). The purpose is to create a shared vision and joint strategies to address concerns that go beyond the purview of any particular party."<br>-Chrislip and Larson 1994 as cited in Rich *et al.* 2001 |
| --- |

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The Minneapolis NRP utilized Redevelopment Tax Increment funds when efforts were focused on redevelopment areas, for example. Detroit's Warren Connor Development Coalition instituted a Competitive Action Grants program for community groups. Local groups could apply for funding for projects such as desired signage or lighting, neighborhood beautification, or stipends for youth activities (www.warrenconnor.org). In the long run, cities save time and resources by providing resources and partnering with stakeholders early in the process to avoid negative community response to perceived city policies, and the consequential erosion of public trust. Better aligning community priorities with existing resources ultimately creates more efficient public service delivery.

These examples and best practices from cities nationwide provide invaluable knowledge, experience, and ideas that can easily be applied to the Southwest. Selected examples are presented in one-page summaries in Appendix 3. Appendix 4 is a recent National League of Cities publication on best practices in building equitable communities.

# VI. Conclusions and Recommendations

The combination of a Community Strengthening Strategy, a progressive public participation process for the Southwest Specific Plan, and changes to Civic Engagement Practices as informed by the Institute for Local Government (ILG) study will build public trust in the Southwest, improve the quality of life for residents, and facilitate redevelopment and City goals. A specific plan will lay the framework for future development and improvements. However, the community envisioned in a specific plan is not likely to come to fruition if broader issues such as economic development, infrastructure improvements, affordable housing, and access to quality education and health care are not addressed. The City must play a role in addressing most of these complex issues, but is not structured or empowered to handle all of them alone. The City has the opportunity to set a new precedent for community process in Chula Vista, to strengthen relationships with community partners, and to implement a model Community Strengthening Strategy in the Southwest. Building community capacity will empower the Southwest community to work alongside the City to implement positive change in an area of the City that is home to roughly one third of Chula Vista's residents and is vital to the redevelopment of Western Chula Vista.

Staff offers the following recommendations for a Community Strengthening Strategy, and for civic engagement practices and the Southwest specific planning process, where relevant.

**Community Strengthening Strategy:** Staff is seeking authorization to begin a dialogue with community stakeholders about the principles and models presented in the white paper, and their possible application to the Southwest. An initial group of community stakeholders could include: schools, businesses, nonprofits, regional foundations, faith-based organizations, community organizations, higher education, and other public agencies. Topics to be discussed include:
- How to apply community strengthening principles and models in the Southwest.
- How to expand the community strengthening dialogue to broader segments of the community.

- How to launch a comprehensive community strengthening effort in the Southwest that is organized and led as a partnership among local stakeholders, including City Hall.
- What process would be used to identify core objectives and program areas for such an effort, which would require further input from the broader community.
- How to integrate the development of a Southwest Specific Plan into this effort.
- Where to find funding sources and financing structures.
- What educational tools, practices, and training are needed to strengthen capacity.

The initial group could develop a work program that addresses the above discussion topics, and present the program to the City Council and other agencies and organizations for further dialogue and/or action. A key component of the work program would be the implementation of community strengthening and civic engagement strategies that will include broader segments of the Southwest population.

Examples of possible community partners may include but are not limited to the following:

| | |
|---|---|
| Southwest Civic Association | Libraries |
| Environmental Health Coalition | Sweetwater Union HSD |
| HEAC | Chula Vista ESD |
| South Bay Partnership | Southwestern College |
| Walk San Diego | South County EDC |
| MAAC | County of San Diego |
| California Endowment | South Bay Homeless Coalition |
| South Bay Community Services | Business Association(s) |
| Chula Vista Community Collaborative | |

The following may provide a framework base for discussion. A Community Strengthening Strategy should:
- Focus on process before product.
- Emphasize and invest in capacity building efforts, which may include activities such as the following:
    - Human Capacity Building: Workshop or training series including leadership, local government primer, community-identified desired skills/knowledge.
    - Social Capacity Building: Strengthening relationships, getting people involved; focus groups, meetings, events, community walk-throughs; Community organizing, done by trained residents, professional organizers, City/Agency/Community group staff, college interns
    - Organizational Capacity Building: Grant writing workshops, leadership training for existing leaders, organization-identified topics
    - Community Capacity Building: community visioning, agenda-setting, planning, possible Action Grant competition
- Build feedback loops into public process so participants know how their input is used.
- Provide resources and authority to the community to generate meaningful results.
- Align City Departments around common goals and objectives for the Southwest; incorporate existing City services and programs, particularly the Specific Plan.
- Provide clear explanation to the public regarding differences between the public process for specific planning efforts, and broader community strengthening efforts.
- Seek advice from cities who have undertaken similar initiatives, and from experts such as the National League of Cities (Appendix 4) and The Annie E. Casey Foundation.

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One or two City staff members could initiate these exploratory discussions and work with the community partners to develop a work program for presentation to the City Council and other agencies and organizations. The work program could identify possible funding sources and financing strategies for a Southwest Community Strengthening Strategy. It is important to learn from other cities' lessons and experiences—aligning existing resources with community priorities results in more efficient use of public funds. Outside funding for community strengthening efforts may also be more likely obtained through a city-community partnership. Foundations such as The Annie E. Casey Foundation, The Ford Foundation, The California Endowment, the James Irvine Foundation and others may support collaborative community building efforts. It would also be beneficial to solicit support form state and federal legislators.

**Civic Engagement Practices:** Several of the community building principles and practices described in this white paper directly relate to civic engagement practices, and are consistent with key recommendations provided in the Institute for Local Government (ILG) study on civic engagement that was recently conducted for the City. Implementing the principles and recommendations in this white paper are a step toward implementing many of the ILG report's recommendations for civic engagement in the Southwest.

The Southwest's unique character has implications for civic engagement practices. It is a large area of the City with a significant portion of the population that is not likely represented by existing community groups and has typically not been civically engaged. Civic engagement practices in the Southwest should consider the unique language and cultural factors of the Southwest population. To build public trust and increase civic engagement, the City may consider providing translation services, both for City correspondence with the public, as well as for community meetings in the Southwest. To involve a wide cross-section of the population, it may be beneficial to poll residents on preferred meeting times and days, and to offer childcare at certain meetings. Finally, the City may consider providing education on the role and function of local government, and how to get involved.

**Southwest Specific Planning Process:** Framing specific planning in the context of broader efforts to address community issues will serve multiple purposes. It will:
- help the community understand the importance of planning and zoning as related to other areas of community importance;
- provide a broader forum where residents can voice non-specific-planning-related concerns; and therefore
- allow meetings about specific planning to remain focused and productive.

The design of a public participation process for specific planning efforts should incorporate as many principles of community building as possible. The following **recommendations** should be considered:
- Collaborate with stakeholder groups to design the public process where appropriate.
- Build feedback loops into the public process so that participants are aware of how their input is incorporated.
- Provide opportunities for various levels and modes of participation to recognize participants' varying levels of time, skills and resources.

- Provide participation opportunities that are sensitive to the language, schedule, childcare, and other needs of the community.
- Emphasize capacity building activities such as a training or workshop series on various aspects of planning and zoning.

Initiating a Community Strengthening Strategy in Southwest Chula Vista will accomplish many things for the City. It will improve civic engagement practices, allow Southwest specific planning efforts to be successful, and advance redevelopment efforts in the Southwest. In doing so, it will build public trust, involve groups that typically have not participated in city governance, and strengthen relationships with stakeholders such as community groups, other non-profits and business associations. Ultimately, it has the potential to improve the quality of life for residents of the Southwest and make the City of Chula Vista a more desirable place to live and do business.

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**Appendix 1**

## Southwest Chula Vista Demographic Data
### Census 2000

| Census Tract | Total Pop | Hispanic | Med Age | # Hh | Persons/Hh | Med Hh Income | Below Pov | HS Grad | BA | Span Speaker | Disabled |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 100.01 | 3,910 | 1,973 | 33.7 | 1,035 | 3.77 | $48,665 | 299 | 1,675 | 321 | 1,604 | 621 |
| 100.03 | 6,129 | 3,310 | 33.5 | 1,467 | 4.15 | $56,855 | 971 | 1,844 | 256 | 2,582 | 1,084 |
| 101.07 | 6,076 | 3,556 | 31.3 | 1,685 | 3.57 | $40,505 | 1,130 | 2,238 | 328 | 3,072 | 1,220 |
| 131.02 | 6,172 | 3,470 | 30.2 | 2,162 | 2.83 | $32,190 | 1,180 | 2,548 | 352 | 2,760 | 1,283 |
| 131.03 | 2,272 | 1,517 | 29.7 | 725 | 3.13 | $31,250 | 472 | 857 | 43 | 1,222 | 533 |
| 131.04 | 5,495 | 3,188 | 28.9 | 1,903 | 2.89 | $29,291 | 1,151 | 2,306 | 393 | 2,569 | 1,631 |
| 132.03 | 5,976 | 4,114 | 29.1 | 2,121 | 2.81 | $28,389 | 1,324 | 1,955 | 271 | 3,338 | 1,224 |
| 132.04 | 3,906 | 3,081 | 29.6 | 1,111 | 3.51 | $32,880 | 681 | 1,207 | 201 | 2,726 | 776 |
| 132.05 | 2,028 | 1,650 | 27.9 | 582 | 3.48 | $25,584 | 688 | 551 | 77 | 1,405 | 536 |
| 132.06 | 5,713 | 3,668 | 35.1 | 2,228 | 2.56 | $28,404 | 787 | 2,419 | 340 | 3,063 | 1,487 |
| 133.01 | 4,769 | 2,173 | 37.1 | 1,501 | 3.18 | $51,726 | 417 | 2,390 | 524 | 1,607 | 896 |
| 133.02 | 4,751 | 2,720 | 35.2 | 1,341 | 3.54 | $54,686 | 336 | 2,152 | 437 | 2,065 | 699 |
| 133.03 | 4,893 | 3,120 | 33.3 | 1,434 | 3.41 | $38,987 | 391 | 1,921 | 209 | 2,348 | 955 |
| 133.06 | 4,512 | 2,635 | 30.5 | 1,247 | 3.56 | $48,156 | 692 | 2,093 | 387 | 2,078 | 924 |
| 133.07 | 3,912 | 2,343 | 33.6 | 1,044 | 3.74 | $46,750 | 418 | 1,701 | 239 | 1,992 | 771 |
| 133.08 | 3,804 | 2,882 | 27.5 | 965 | 3.93 | $40,793 | 339 | 1,238 | 259 | 2,456 | 430 |
| **TOTAL:** | **74,318** | **45,400** | **31.6** | **22,551** | **3.38** | **$39,694** | **11,276** | **29,095** | **4,637** | **36,887** | **15,070** |
| **% of SW:** | | 61.1% | | | | | 15.2% | 66.5% | 10.6% | 49.6% | 20.3% |
| **Citywide** | 173,556 | 49.6% | 33.0 | | 2.99 | $50,136 | 9.6%* | 78.5% | 22.2% | | 19.3% |
| **National** | | 12.5% | 33.5 | | 2.59 | $50,046 | 10.8%* | 80.4% | 20.4% | | 19.3% |

Sources: U.S. Census Bureau, Census 2000 data; Fact Sheet for Chula Vista; SANDAG Data Warehouse based on Census 2000 data

* Number taken by averaging families and individuals below poverty level.

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## Southwest Chula Vista Demographic Data
### SANDAG Estimates 2006

| Area | Tot Pop | Hispanic | # Hh | Persons/Hh | Age < 20 | Age 65+ | Med Age | Med Income | Inflation-adjusted |
|---|---|---|---|---|---|---|---|---|---|
| 100.01 | 3,925 | 2,174 | 1,017 | 3.86 | 1,424 | 437 | 27.2 | $49,991 | $39,159 |
| 101.03 | 5,609 | 3,676 | 1,717 | 3.26 | 2,002 | 511 | 28.7 | $37,958 | $29,733 |
| 101.07 | 6,384 | 3,976 | 1,735 | 3.66 | 1,946 | 658 | 30.8 | $50,061 | $39,214 |
| 131.02 | 6,576 | 3,861 | 2,226 | 2.93 | 2,013 | 641 | 32 | $41,618 | $32,600 |
| 131.03 | 2,285 | 1,592 | 704 | 3.25 | 750 | 248 | 30.5 | $39,894 | $31,250 |
| 131.04 | 5,776 | 3,501 | 1,932 | 2.99 | 1,796 | 576 | 32 | $42,002 | $32,901 |
| 132.03 | 6,311 | 4,497 | 2,164 | 2.91 | 2,134 | 607 | 30.8 | $41,363 | $32,400 |
| 132.04 | 4,099 | 3,369 | 1,126 | 3.64 | 1,444 | 439 | 29.3 | $41,913 | $32,831 |
| 132.05 | 2,234 | 1,910 | 620 | 3.60 | 809 | 213 | 28.9 | $32,701 | $25,615 |
| 132.06 | 5,944 | 4,149 | 2,239 | 2.65 | 1,710 | 1,160 | 35.3 | $41,805 | $32,747 |
| 133.01 | 5,051 | 2,533 | 1,535 | 3.29 | 1,321 | 868 | 38.9 | $75,245 | $58,941 |
| 133.02 | 4,901 | 2,981 | 1,336 | 3.67 | 1,356 | 750 | 37.3 | $78,178 | $61,238 |
| 133.03 | 5,158 | 3,515 | 1,460 | 3.53 | 1,615 | 787 | 33.1 | $51,821 | $40,592 |
| 133.06 | 5,082 | 3,120 | 1,359 | 3.68 | 1,577 | 588 | 32.8 | $67,925 | $53,207 |
| 133.07 | 3,842 | 2,421 | 990 | 3.88 | 1,093 | 539 | 34.5 | $61,182 | $47,925 |
| 133.08 | 3,994 | 3,171 | 982 | 4.05 | 1,336 | 352 | 29.9 | $56,229 | $44,045 |
| **TOTAL:** | **77,171** | **50,446** | **23,142** | **3.43** | **24,326** | **9,374** | **32.0** | **$50,618** | **$39,650** |
| **% Tot Pop:** | | **65.4%** | | | **31.5%** | **12.1%** | **32.9** | | |
| Citywide | 212,954 | 55.8% | | 2.98 | | | 36.4 | | |
| National | | 14.5% | | 2.60 | | | | | |

Sources: U.S. Census Bureau 2005 American Community Study; SANDAG Estimates 2006

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**Appendix 2. Visual Model: Strategy for Community Building and Civic Capacity**

# Strategy for Community Building and Civic Capacity

| Initial Community Civic Capacity |

↑

| Community Building Initiator |

↑

**Community Building Strategies**

| **Individual Level**<br>Organizing<br>Developing Networks<br>Leadership Development |

| **Organization Level**<br>Organizational Development<br>Coalition Building |

| **Community Level**<br>Visioning<br>Analysis and Planning<br>Agenda Setting |

↑

**Community Building Outcomes**

Local Social Capital
Change Agenda
Improved Conditions
Human Capital
• • • •

↑

**Community Civic Capacity Strategies**

| External Social Capital |

| Political Participation |

| Consensus and/or Confrontation |

↑

**Community/Civic Capacity Outcomes**

Influence Public/Private Resources
Social Agenda
Change Social and Physical Environment
• • •

↑

| Interim and Long-term Changes in Programmatic Outcomes |

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Community Strengthening Strategies
Report to the City Council

## Appendix 3: Successful Examples

## Empowered Participation in Urban Governance
### Minneapolis Neighborhood Revitalization Program
#### www.nrp.org

**Summary:** The Minneapolis Neighborhood Revitalization Program (NRP) was created in 1989 in light of serious decline in urban neighborhoods. In 1990 the Minnesota state legislature and Minneapolis City Council dedicated $400 million in redevelopment tax increment funds to be distributed over 20 years to revitalize 81 urban neighborhoods. Funding was allocated differently to *Protection, Revitalization, and Redirection* neighborhoods. Neighborhood groups created Neighborhood Action Plans, and applied for funding, which was allocated in accordance with the neighborhood's level of deterioration. This is an example of where the local government initiated a meaningful level of community involvement in urban planning and neighborhood revitalization.

### Process:

1. The neighborhood organization (established 501(c)3 resident organization) prepares a Participation Agreement that spells out how they will elect a steering committee, involve a diversity of people, gather information for planning, define issues and opportunities, and develop their plan.
2. Diverse Citizen Participation Effort and Gather Information - Issues, needs and opportunities are identified through outreach to a variety of residents and neighborhood groups. Outreach includes meetings, surveys, events, and focus groups managed by the steering committee.
3. Draft a Plan - Using information from outreach efforts, the neighborhood steering committee develops a draft plan with a vision statement, broad goals and clearly defined objectives. Assistance from government staff, nonprofit organizations and the private sector helps establish the strategies, timeliness, costs and responsibilities for implementation.
4. Review and Approve the Plan at the Neighborhood Level - The steering committee presents the draft plan to neighborhood residents and stakeholders for their review, comment and approval.
5. Submit Plan to Government Jurisdictions for Review, Approval and Funding - The plan goes to the NRP's Management Review Team; Policy Board and the five participating jurisdictions for review and approval. A portion of the review focuses on using NRP money to leverage other resources.
6. Implement the Plan -Neighborhood organization staff and resident volunteers help carry out, monitor and revise the plan as it is implemented. Cooperation with government staff, nonprofit organizations and the private sector ensures successful and timely implementation.

| Highlighted Results |
| --- |
| Computers for schools |
| Neighbors for safe driving |
| Park construction |
| Neighborhood service centers |
| Public art |
| Affordable housing |
| Community gardens |
| Library improvements |
| Commercial area renovation |

### Comments/Evaluation of First Ten Years...

- NRP is credited with enhancing a "sense of community and civic spirit."
- Since no legal framework bound public agencies to give priority to neighborhood plans, the program did not change practices of "bureaucratic" bodies.
- The main forces driving participation were the unprecedented resources and authority given to neighborhood organizations. Many think efforts would have failed had that not existed.
- Did not simply give funds and public authority to neighborhoods; created relationships between neighborhood organizations - "accountable autonomy."
- Public sector assistance and supervision improved quality of neighborhood plans.
- Criticized for favoring white homeowners; renters and minorities had low participation rates.
- Programs must create participation opportunities for those with less time/resources/language skills
- Prior to NRP, most neighborhoods had some organization, but it was usually weak and unstable. Today, all neighborhoods have functioning organizations.
- Plans show that neighborhoods have very different priorities.
- Planning process takes over 3 years because it is run by residents, not professional planners.
- During first 10 years, 52.5% of resources had to go to housing, program-wide.
- NRP office is staffed with 1 director and 10 neighborhood specialist staff.

## Strong Neighborhoods Initiative
### San José
www.strongneighborhoods.org

**Purpose:** Build Strong Neighborhoods by developing community leadership and working with residents to achieve the delivery of City Services and Neighborhood Priorities.

**Strategy:** Provide meaningful, visible change in each neighborhood through <u>five initiatives</u> that each have a "double" bottom line, to produce results and build leadership.
Affordable Housing: working with non-profits and neighborhood leaders to implement rehab through home improvement grants, community paint days, private investments.
Cleaner Neighborhoods: Code Enforcement Driveway Team, neighborhood clean ups, anti-graffiti and anti-litter campaigns build resident capacity to beautify neighborhoods.
Safer and more attractive residential streets: traffic calming, sidewalk replacement and repair, street tree planting, lighting, and educating citizens to take responsibility.
Vital Business Districts: new facades and streetscapes, stronger business associations, support small business owners, connecting with resources, encouraging entrepreneurship.
New Parks and Community Centers: construct parks and neighborhood centers with dedicated residents involved in operations and maintenance.

**Lessons Learned:** leveraging resources and looking at issues from residents' perspective has achieved a more efficient and responsive service delivery system.
- Organize with neighborhoods as the building block (identity and action)
- Build on existing strengths and assets
- Develop clear priorities
- Establish accountability
- Connect priorities to resources – realigning existing resources
- Develop neighborhood and city leadership

**Organization:**
- Each neighborhood must establish a 501(c)3 Neighborhood Advisory Committee (NAC).
- Each NAC creates a Neighborhood Improvement Plan, and ranks top 10 priorities.
- City Council commits to incorporate top 10 goals into City's Capital Improvement Program.
- Began with 6 neighborhoods; now encompasses 19 and includes 230,000 residents.
- City staff (7) are assigned to specific neighborhoods for SNI. City and Agency staff worked together.
- Grant Writing training provided for NACs, so they could leverage funding aside from City funding to implement Neighborhood Improvement Plan.

### Highlighted Results

<u>O'Donnell's Gardens Park - University Strong Neighborhood:</u> A half-acre park in Downtown was top priority for the residents of the University Neighborhoods Coalition (UNC). The plan was created in collaboration among the residents of the UNC, the South University Neighborhood (SUN) Association, the City of San José and the San José Redevelopment Agency. The $1.2 Million land acquisition was funded by CDBG and Neighborhood Revitalization Strategy funds. The $689,000 park construction was funded by the Redevelopment Agency, and the park will be maintained by the City. The park is an anchor of this revitalized neighborhood.

<u>West San José Community and Policing Center:</u> Public recreational facilities in the Blackford neighborhood were limited, so the Blackford Neighborhood Action Coalition (NAC) ranked the Community and Policing Center as a priority in their SNI Neighborhood Improvement Plan. The Center is a collaborative effort involving the City's Parks, Recreation, and Neighborhood Services; the Police Department, and Redevelopment Agency. The facility, completed in April 2006, provides space for community meetings, recreational activities, and crime prevention resources and services and will be managed by the Department of Parks, Recreation, and Neighborhood Services and the Police Department. The total budget was $5,912,000 ($2,020,000 San José Police Department; $1,850,000 San José Redevelopment Agency, $1,682,000 Parks, Recreation, and Neighborhood Services; $350,000 State Prop 40).

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## Rebuilding Communities Initiative
Annie Casey Foundation – Boston, Philadelphia, Denver, Washington DC, Detroit
http://www.aecf.org/rci/



The Annie E. Casey Foundation launched the Rebuilding Communities Initiative (RCI) in 1994 to help transform deeply troubled neighborhoods into safe, supportive and productive environments for children and their families in five cities. The Initiative was seven years long, ending in 2001, and was conducted in five neighborhoods that already had a neighborhood rebuilding process and a Community Building Organization. RCI took place in one neighborhood in each of these five urban areas—Boston, Philadelphia, Denver, Washington DC, and Detroit.

Most of the neighborhoods had very high percentages of minority populations, lower-than-average income, and high poverty and unemployment levels. Most of the focus areas had populations of 60,000-70,000 residents, similar to the population of Southwest Chula Vista. Initiatives focused on empowering residents, increasing social and political organization, and providing services to families and children.

**Six Objectives:**
- Maximize capacity and impact of neighborhood resources and institutions;
- Develop an effective neighborhood-based human service delivery system for children, youth, and families;
- Increase public and private capital investments in the neighborhood;
- Improve physical and social infrastructure;
- Strengthen capacity and effectiveness of neighborhood governance collaboratives;
- Increase resident participation in community building.

**Three Steps:**
1. Developing a plan (21 months) – visioning, prioritization, resources, needs, assets map
2. Building capacity of local leaders and organizations before implementation (3 years) – planning, management, leadership, community organizing, knowledge of specific issues such as school reform, ability to understand and use technology and data, etc.
3. Implementing a plan – (5 years from start) select one "engine of change" issue

**Sample Programs:**
- Resident development institute for leadership development
- Grantmaking that supports community events and beautification projects
- Resident-let planning for community centers and spaces
- Brownfields redevelopment advocacy campaign
- Parent organizing for school reform
- School-based community centers
- School-to-work/school-based incubators
- Employment/Workforce Development
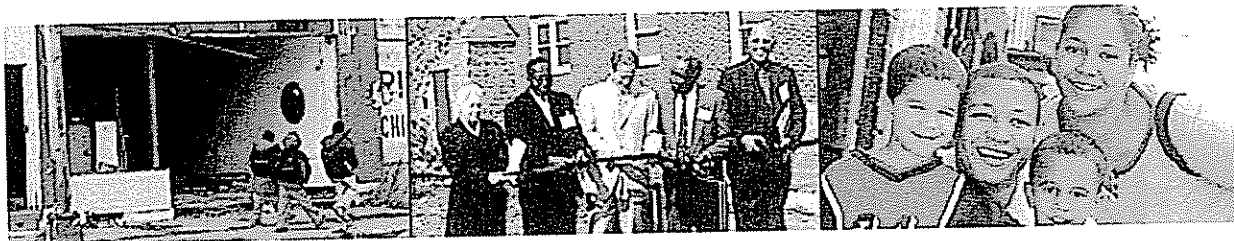
## Community Building and Organizing
### Warren Connor Development Coalition, Detroit
http://www.warrenconner.org/home.htm

**Summary:** The Warren Connor Development Coalition (WCDC) was established almost 20 years ago in response to community concerns about a declining quality of life. They benefited from an eight year partnership with Annie Casey Foundation in the Rebuilding Community Initiative (RCI). They used a "Neighborhood Toolbox" to holistically and strategically address community-identified issues by incorporating technical assistance, education, resources, and concrete tools that build residents' capacity to create change.

**Guiding Principles:**
- The community's power and economic wealth is in its collective knowledge and collaboration
- Each member of our community has value and can make significant contributions.
- Our work is primarily built on the assets of our community and abilities by our community.
- Residents define community's future, direction.
- Our public officials and institutions are accountable to our community and our citizens are accountable to each other.
- Social and economic diversity and equity will make our community thrive.
- All perspectives and points of view are important and should be respected.
- Quality education and the development of our youth are the core of the community's health.

### Mechanisms
- Block clubs
- "Project Lead" – Workshops on leadership, City agencies
- Unite first around common, manageable goal such as neighborhood beautification
- Get youth involved – youth block clubs
- In the beginning, hold bi-monthly community forums where residents, businesses, community leaders discussed issues of concern.
- Competitive Action Grants for community groups – youth stipends, signage/lighting, beautification supplies

### Community Building as...
- Process-centered, not program-centered
- An "envisioning" process
- More than just getting people to a meeting
- A capacity building activity
- People recognizing their power
- Providing support, strategic direction
- Getting people to think about what they want
- Concrete, realized action plans
- Strategic planning, critical thinking, understanding tactics
- Understanding that the community is not helpless

### Lessons Learned...
- Change is assured; flexibility needed; plan must establish a strategy to manage change
- Process matters; not all about end result
- Process-centered vs. program-centered
- Raise community expectations; don't incite anger
- Resident-led does not mean staff-silent; support residents without usurping power
- Developing leadership must be intentional
- Communication and feedback opportunities needed – accountability, respect, trust
- Need tangible outcomes/wins to further efforts and maintain momentum
- Effective internal management essential
- Experiential learning – staff and residents apply knowledge to real situations
- Organizations carry history with them, good or bad

**Program Areas:**
- Neighborhood Development – Rebuilding Communities Initiative / "Neighborhood Toolbox":
  - Beautification
  - Community Capacity Building
  - Code Enforcement Campaign
  - Home Exterior Upgrade Grants
- Real Estate Development
- Business/Workforce Development
- Youth Development

- The Black United Fund, Inc. (member)
- Annual Operating Drive
- WCDC Endowment Fund

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**Appendix 4: National League of Cities Publication**

**National League of Cities**

# Tapping the Power of City Hall to Build Equitable Communities:

## 17 Promising Practices

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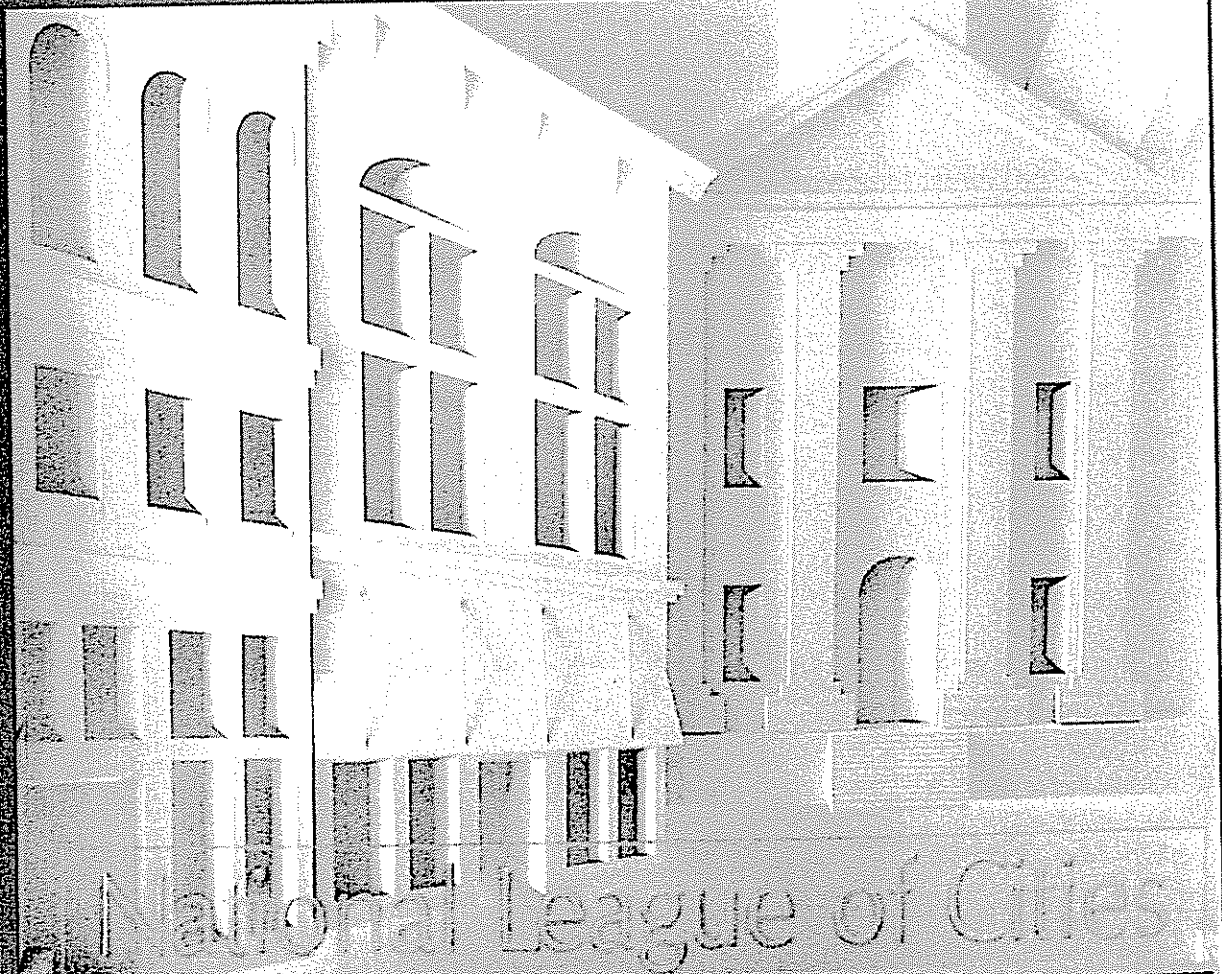
# Contents

**Promising Practices:** *Programs and Strategies from Cities with Agendas That Address Inequalities— Economic, Racial, Social and Political*

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# Foreword

We are pleased to present *Tapping the Power of City Hall to Build Equitable Communities: 17 Promising Practices*, written and published as a service to NLC member cities and all municipalities. This publication serves as a companion piece to Tapping the Power of City Hall to Build Equitable Communities: 10 City Profiles, an in-depth look at the ways that 10 cities are addressing economic, racial, political and social equity.

*Tapping the Power of City Hall to Build Equitable Communities: 17 Promising Practices* is the latest of a series of products, activities and publications from NLC's Municipal Action to Reduce Poverty Project. It builds on NLC's commitment to improving the quality of life by strengthening the capacity of local governance and advocating the interests of local communities. It is part of a broad NLC strategy to address poverty and related issues that includes NLC's Institute for Youth, Education & Families, the Affordable Housing Program, and CityFutures Program, as well as the ongoing work of NLC's Community and Economic Development and Human Development Policy Committees.

We gratefully acknowledge all the people who contributed to this collection of promising practices. First, Tapping the Power of City Hall to Build Equitable Communities: 17 Promising Practices would not have been possible without the support of the W. K. Kellogg Foundation. Second, we acknowledge the contribution of Hannah McKinney and Kiran Cunningham, who discovered all these wonderful programs through their research for the book, Tapping the Power of City Hall to Build Equitable Communities: 10 City Profiles, to which this work is a companion piece. Thanks to Miley Davis Associates, Inc., who researched and drafted the descriptions of the programs and practices featured in this book.

We recognize all the National League of Cities staff who contributed to this project: Phyllis Furdell who, with the assistance of Elizabeth Ethredge, conceived and guided this work to completion, Christopher Hoene who provided advice and support, and Susan Gamble, for her design and production work.

Finally, we thank and acknowledge all the people representing local initiatives and programs included in this publication who agreed to be interviewed or who provided material for the program descriptions this book.

We welcome comments and questions from readers because we are committed to continually improving how we assist municipal officials, local governments and others concerned about reducing poverty in America's cities.

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# Introduction

*Tapping the Power of City Hall to Create Equitable Communities: 17 Promising Practices* is intended to provide city officials with examples of programs and initiatives that support and carry out local strategies for increasing equity and improving the quality of life and economic opportunities for low-income residents. This report is a companion piece to Tapping the Power of City Hall to Create Equitable Communities: 10 City Profiles.

*Tapping the Power of City Hall to Create Equitable Communities: 10 City Profiles* is an in-depth study of municipal strategies and approaches that aim to increasing economic, racial, political and social equity. In addition to these larger strategic approaches that cities were taking, we discovered a number of specific programs and practices in place across these cities that supported the values and objectives of the larger strategies. This booklet brings together 17 of those practices and programs. Together, the descriptions contained here illustrate the broad array of programs and actions that support and serve local equity agendas.

The programs and initiatives described in this report were components of the equity agendas or carried out the objectives of the equity agendas in the following cities: Savannah, GA; Dayton, OH; Rochester, NY; San Jose, CA; Kalamazoo, MI; Burien, WA; Burlington, VT; Indianapolis, IN; Charlotte, NC; and Baltimore, MD.

## Background

City governments are emerging as crucial actors in the struggles nation-wide to reduce inequalities, disparities, exclusion, and poverty. A series of trends and challenges are converging to make cities a key source of innovation, responsibility, and sustainability in reducing poverty. These trends include: 1) changes in how the intergovernmental system addresses issues of poverty and inequality, 2) dramatic shifts that are churning and disrupting the opportunity patterns in the economy, and 3) myriad demographic changes that are simultaneously altering and increasing the needs of poor households and communities

Economic and demographic changes are occurring in America's cities, changes that are reshaping what cities do and how they do it. The shift from a manufacturing-based economy to a service- and knowledge-based economy, combined with the increasing mobility of people and businesses in a rapidly globalizing economy, is resulting in job losses, workers with redundant skills, increases in the number of working poor, and a growing number of people in need of assistance in order to make ends meet. Meanwhile, related demographic trends — rapid increases in immigration, the changing composition of households, and continued suburbanization — are increasing and changing the nature of municipal residents' needs as well as the demands on municipal resources.

A result of these converging trends is the greater need for municipal officials and their partners to develop local solutions and to redefine the role of municipal government in addressing poverty and inequality. As David Gergen, former White House staff under four presidents, noted in a recent speech at an NLC conference, "Cities are where the action is. They are increasingly the main sources of innovation and talent in government and social entrepreneurship."

## New Roles for Cities

In an effort to understand how local officials are meeting these challenges, NLC looked at innovative approaches in 10 cities that promote equity— social, economic, racial and political. The purpose of NLC's study was to understand and document new strategic approaches that municipal governments were taking to stem the effects of increasing disparities and inequities that manifest in growing family economic insecurity, greater concentrations of poverty, and decreasing participation in civic life.

The ten cities were selected because they all appeared to have in place what we have called an 'equity agenda.' We characterized a city as having an equity agenda if there was a) an explicit recognition that poverty and

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inequality are unacceptable, b) an inclusion of poverty reduction and/or amelioration in the stated priorities of city councils and administrations, and c) a demonstrated commitment to act in accordance with that priority.

The equity agendas studied were in various stages of development from those in the formative stage to those that have been sustained for 10 years or more. The 10 cities studied represented both large and small cities, growing and declining economies, and most regions of the country. NLC's study entailed more than 100 in-depth interviews with city officials, city staff, neighborhood leaders and various city partners from local chambers, local foundations, nonprofit organizations, and others in the ten cities.

Each case study includes a description of a) the evolution of the equity agenda from how it was envisioned to how it was put into action; b) the obstacles that were overcome in designing and implementing the equity agenda and those the city still faces; c) the ways that the equity agenda has institutionalized poverty reduction and amelioration in its strategic goals and action priorities; d) the ways that the equity agenda has led to new ways that city hall conducts its business; and e) the impacts of the equity agenda on low-income families and the quality of life in low income neighborhoods.

## Municipal Strategies

Although the specific programs and initiatives that city officials used to carry out the goals of their equity agendas varied across the cities, our research revealed four major strategic approaches in place across the 10 cities: data-driven, collaborative or partnership-based, participatory governance, and market-driven approaches, as described below:

- **Data-driven strategic approach:** This approach relies on gathering relevant data about poverty and equity to provide an accurate picture of community and neighborhood needs, who is poor, disparities between different income levels, asset poverty, and changes in any of these. Good data can be a powerful tool for creating community-wide support for poverty reduction investments and policies.

- **Collaborative/partnership strategic approach:** This approach assumes that no single sector—nonprofit, private or public — can reduce poverty alone. Working collaboratively with other sectors and organizations is a way of both stretching resources and increasing effectiveness. Collaboration leads to more efficient service delivery and can spread the cost of programs and services over many organizations. In cities with troubled economies, this approach may be the most feasible.

- **Participatory governance approach:** This approach focuses first on neighborhood needs and improvements and addresses the sense of isolation of low-income areas through leadership development, community organizing and capacity building. It creates strong relationships between low-income residents and city government. In the process it leads to residents understanding city government better, a greater sense of empowerment on the part of residents, and more civic engagement.

- **Targeted investment strategy:** This approach involves investments that increase the value of assets of the poor. This can take the form of investments in neighborhoods and housing, and education and training programs for low-income residents. Increasing the value of houses owned by low-income residents through economic development, neighborhood and public safety improvements, and better access to public transportation builds the assets of the poor.

## Using this Book

The Promising Practices in the following pages are organized into six categories based on what aspect of an equity agenda the program supports. Seven of these clearly support or carry out one of the above strategic approaches. Others address cross-cutting issues across all of the local agendas, such as race, services to low-income and unemployed residents, and public education.

While some municipalities have innovative strategies in place, many cities are just now ready to move forward and are looking for ideas. We hope that the innovative practices and programs described here will provide fresh ideas and models for city leaders and their staff looking for new ways to address the plight of those in their cities who are in poverty or who are simply struggling to make ends meet.

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# "Welcome to the State of Poverty" Poverty Simulation

## Savannah, Georgia

**Purpose:** Poverty simulations allow participants to experience what it's like to live in a low-income family trying to survive from month to month. The simulations provide an opportunity for the public — including problem-solvers in the business community — to learn why poverty is an issue that impacts everyone, and to engage in addressing it.

**Background:** In 2003, an anti-poverty task force set up by Former Mayor Lloyd Adams was looking for an effective way to engage Savannah's business community in its effort. When a city employee found out about the poverty simulations conducted by the University of Georgia (UGA) Cooperative Extension, task force members

*Local Savannah business leader Billy Carver expresses frustration while role playing a family member seeking assistance from a community resource.*

decided to take part in an introductory simulation, and found it to be an enlightening educational experience.

Subsequently, task force members invited a number of Savannah's business leaders to participate in a poverty simulation, presented under contract by the University of Georgia in Athens. Former task force member Letty Shearer, director of economic and community development at Armstrong-Atlantic State University in Savannah, said this gave business leaders a shared frame of reference.

Like most people, business leaders undergoing the poverty simulation experienced a sense of frustration.

"These are people who are accustomed to solving problems," said Shearer. "They wanted to find the fix" for the problems faced by people living in poverty. The simulations, she said, were an invitation to get informed and involved.

In Savannah, more than 35,000 people live at or below the poverty level. For them, every day can turn into an emergency, whether it's securing a place to live, feeding their families, paying the electric bill, or finding and accessing transportation and support services to help them meet basic needs.

The poverty simulation employed in Savannah is titled "Welcome to the State of Poverty," developed by the Rowel (Reform Organization of Welfare) Education Association, St. Louis, Mo.

**Description:** In the simulations, groups of 35 to 75 people assume roles in 26 typical families living in poverty. The goal of each family is to survive for one month or four 15-minute "weeks." In this time, the participants must maintain secure shelter and utilities, feed their families, make loan payments, meet living expenses such as for transportation, handle unexpected emergencies, access local support services, and keep their children in school, all while subsisting at or below the poverty level.

Toward the end of the three-hour session, program facilitators lead a discussion with participants to examine issues and feelings experienced. Most people react to the simulated problems and hardships with a sense of frustration.

Sharon Gibson, Children, Youth and Families at Risk coordinator, and Susan W. Chapman, Ph.D., extension coordinator, are faculty members for Cooperative Extension at the University of Georgia's College of Family

and Consumer Sciences. They conducted the first poverty simulation in Savannah, and trained Savannah volunteers to be able to facilitate their own simulations. Gibson and Chapman continue to present poverty simulations and conduct follow-up work with a variety of audiences including advocacy groups, community organizations, school systems, and members of the business community.

**Funding:** Financial support for the city's poverty simulations comes from Savannah Electric, with research support from UGA through its "Initiative on Poverty and the Economy," and staffing support from the Savannah Economic Development Department. The city's simulations are offered monthly and open to anyone who wants to learn more about the poverty problem in Savannah. Registration is required through the Savannah Chamber of Commerce, but participation is free.

The poverty simulations are also available through Cooperative Extension in the College of Family and Consumer Sciences at the University of Georgia. Many other land-grant public universities in the United States offer "Welcome to the State of Poverty" through their cooperative extension services.

**Accomplishments:** An estimated 400 people have taken part in Savannah's poverty simulations. The city continues to use the simulations to engage new stakeholders for its anti-poverty effort.

More than 100 Savannah businesses and government leaders have participated in the poverty simulations. Nearly one third of them have committed to work on follow-up planning for the city's Step-Up Savannah Poverty Reduction Initiative. Members of the business community are involved in the initiative at every level.

Step-Up Savannah was created as a result of the anti-poverty task force's efforts. More than 80 organizations representing business, government, education, and other entities now collaborate to address the toughest problem hindering Savannah's economic development and prosperity: systemic poverty. Ruthann Walsh, workforce development coordinator for the Savannah Area Chamber of Commerce, chairs the Step-Up Savannah Advisory Board.

While Step-Up has a variety of measurable outcome goals in the areas of workforce development, healthcare, transportation, dependent care, housing, and asset building, it is also working to address the needs of 25 Savannah families living in poverty on matters such as childcare, job training and transportation.

Savannah's Poverty Simulations have received national acclaim and attention from the media.

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# Partners Building Community

## Kalamazoo, Michigan

**Purpose:** Partners Building Community (PBC) is a community-based collaborative to improve the social and economic quality of life in specific low-income communities of Kalamazoo. Its goals are to enhance the sense of community, improve housing, increase home ownership, develop new and existing businesses and improve the infrastructure.



*A PBC partner, the Kalamazoo Edison Neighborhood's Weed & Seed program accepts the MetLife Community-Police Partnership Award for incorporating city law enforcement and community development into their neighborhood revitalization strategy.*

**Background:** In 2000, Kalamazoo's city manager asked city staff to research national and local best practices for community redevelopment. Although a number of local groups were working to address needs in various city neighborhoods, their efforts were not having large-scale or long-lasting effects. The city also wanted to foster better relationships with neighborhood organizations, local foundations and other groups involved in community improvement. As a result of research and local discussions, the City of Kalamazoo launched Partners Building Community.

PBC's guiding principles were to:

- Build on neighborhood strengths, assets, and opportunities;
- Include all physical, economic, and social sectors;
- Develop lasting partnerships;
- Create sustainable improvement in perceived and actual quality of life for neighbors and businesses; and
- Use city and community resources strategically.

The first target area was called the Crosstown Project and started in the fall of 2000. The Crosstown Project includes parts of two neighborhoods with a population of about 4,800. A second target area, the NorthEast Project, was added in 2004, and covers a population of nearly 2,400 and includes portions of two additional Kalamazoo's low-income neighborhoods.

In each target area, the city and neighborhood stakeholders – residents, business owners, and nonprofit community-based organizations developed a vision for the future of the project area. In both target areas, the city has acted as the convener and facilitator for bringing over 60 local organizations together.

**Description:** Partners Building Community is a community-based collaboration working together to revitalize focused areas of Kalamazoo neighborhoods. Components of the PBC Crosstown Project include the following:

- **Edison Mainstreet Program** to revitalize the Portage Street business district;
- **Edison Weed and Seed Program** to weed out crime and seed positive elements, modeled after a U.S. Department of Justice program that emphasizes community policing, law enforcement, intervention, prevention, treatment, and neighborhood restoration;

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- **Housing Initiative** to rehabilitate existing structures, enforce building codes, and provide financial assistance;
- **Public Spaces Initiative** to rehabilitate community parks and environmental assets, as well as improve the popular Kalamazoo Farmers' Market;
- **Youth Initiative** to develop safe and effective youth and family activities; and
- **Public Art Initiative** to engage the community in producing public art, while bringing in performances and an artist-in-residence series.

There are 40 organizations working collaboratively to bring about positive change in The Crosstown Project areas. Another 20 organizations are working together on the NorthEast Project. They focus on issues such as sustaining home ownership and improving property exteriors through an Adopt-a-Block program. The NorthEast Project also strives to bring in more retail, and has succeeded in getting a grocery store to locate there.

**Funding:** PBC started with a city investment of $400,000 which was to be spent on infrastructure improvements as determined by the Partners. Since then, the City of Kalamazoo has invested other, smaller amounts of municipal funds to get the PBC effort launched in both target areas. These funds have required significant matching, and have been used to effectively leverage additional resources.

**Accomplishments:** The Crosstown Project has enjoyed a number of successes. Both the Edison Mainstreet Program and the Edison Weed and Seed Program have received national recognition for their activities. As a result of community efforts, the Kalamazoo Farmers' Market has undergone significant upgrades including new roof, paint, electrical and sound systems, and construction of a new community booth.

Other milestones include the opening of a police substation in Hays Park, a security lighting program, an annual spring fiesta, self-defense classes, and an artist-in-residence series. A new Youth Development Center along Crosstown Parkway provides youth-focused activities including a technology program that is available to the community at large to impart valuable computer and related technology skills.

In 2004, Harvard University recognized PBC through its Ash Institute for Democratic Governance and Innovation. The next year, PBC was recognized by the State of Michigan's Department of Housing and Urban Development through its "Wall of Fame" awards.

One of PBC's greatest accomplishments is the community strengthening that has occurred. As one participant commented, "The best thing to come out of Partners is relationship development that encourages better trust, better communication, better mutual understanding."

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# The Legacy Project

## Burlington, Vermont

**Purpose:** The Legacy Project is an ongoing community-wide sustainability effort to chart Burlington's future course and keep it livable and healthy for the next generation. It emphasizes intense outreach to ensure widespread public participation.

"It's a road map for the city's future and its economic, environmental and social health," says Betsy Rosenbluth, director of the Legacy Project.

A common vision, developed through citizen participation, set the Legacy Project's goals to:



*Former Burlington Mayor Peter Clavelle helps launch the public outreach efforts for the Legacy Project in downtown Burlington.*

- maintain Burlington as a regional population, government, cultural, and economic hub with full employment, jobs that pay a living wage, social supports, and housing that matches job growth and family income;

- improve the quality of life in neighborhoods;

- increase participation in community decision-making;

- provide youth with high-quality education and social supports, and lifelong learning opportunities for all; and

- preserve the city's environmental health.

**Background:** Long hailed as one of the nation's most livable cities, Burlington in 1999 faced a number of challenges, among them a serious shortage of affordable housing, children living in poverty, traffic congestion, crime, suburban sprawl, and pollution. To maintain the city's best features and develop a comprehensive plan for change and sustainability, Former Mayor Peter Clavelle launched the Legacy Project as an initiative involving the city, the Vermont-based Institute for Sustainable Communities, and thousands of city residents.

For the purposes of this project, Burlington borrowed the World Committee on Environment and Development's definition of sustainable development: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

**Description:** Project organizers began by asking citizens and other city stakeholders to envision what they want Burlington to be like in the year 2030. A diverse steering committee that included stakeholders from the business, low-income, environment, academic, youth, and social service communities was appointed by the mayor and charged with coordinating the public involvement campaign, collecting data and preparing the action plan.

They achieved high citizen participation through the following steps:

- Surveys distributed at community events and through several hundred agencies and organizations, asking city residents to share their hopes and dreams for the future of the city.

- Focus groups convened through Burlington's Neighborhood Planning Assemblies.
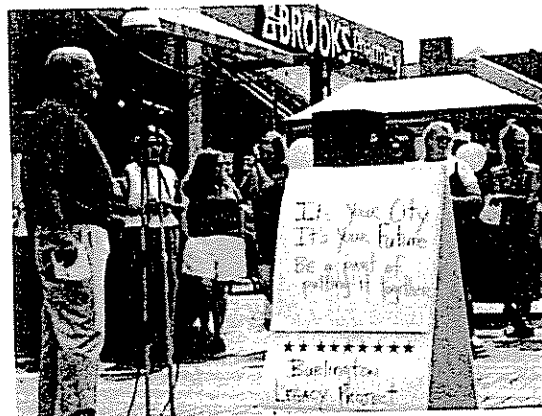
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- Subject-specific focus groups held to discuss areas of concern and opportunities.

- Outreach to young people in focus groups at city schools, with student councils and among more than 20 youth service providers.

- Hundreds of hours of informal dialogue with citizens, including those at food pantries, senior centers, the University of Vermont, and parent-teacher organizations from city schools.

- Printmaking, storytelling and papermaking to help children express their ideas about the city's future. Poster and essay contests were held in all Burlington schools, and the results were exhibited in city hall.

- Four public hearings on the first draft of the Legacy Project plan, drawing more than 200 concerned community members. Feedback was used to revise the draft plan, which was sent to 900 residents and organizations for comment. Copies were distributed at many community functions.

- A March 2000 "Summit on the City's Future" attended by 300 citizens, to collect additional public comment and set action priorities.

The Legacy Project conducts annual Town Meetings to evaluate progress.

The responsibility for implementing the Legacy Project's goals is shared among all of the institutions that play roles in shaping the city's future. Burlington's young people have played a major role — more than 20 percent of participants are under age 25.

Legacy Project efforts include:

- The **Burlington Food Council**, to provide nutrition education while making nutritious, local foods available to students.

- The **Intervale/Old North End Community Connections Project** to remove barriers to that community's food, land, educational, and recreation resources, enhance connections, and foster a sense of ownership.

- The **Sustainable Schools Project** to integrate the concept of sustainability in the elementary school curriculum, and provide teacher training and curriculum support.

- The **Food, Farm and Nutrition Legacy Card Project** to engage Champlain Elementary students and their families in creating a sustainable future for Burlington, with input from local food, farm and nutrition-related organizations.

- The **Youth Engagement and Leadership Project** to provide the city's young people with more information, resources and opportunities in leadership and civic-engagement.

- **Youth on City Boards and Commissions** to allow high school students to serve on city boards and commissions.

- A **Stormwater Monitoring Project** to determine contaminants washing into Lake Champlain, with volunteers collecting water samples after summer rainfalls. A related effort involves developing strategies to combat air pollution.

**Funding:** The Legacy Project was launched with a $98,000 grant from the U.S. Environmental Protection Agency. It receives grants and funding from the city, private sources and major stakeholders. The project strives to make use of existing resources to meet goals.

**Accomplishments:** The Legacy Project has greatly increased citizen involvement, both by adults and the city's youth. In recognition of this effort, the International Association of Public Participation, based in Denver, Colo., named the Legacy Project a "Project of the Year" in 2002 for its public planning process.

The International Council for Local Environmental Initiatives (ICLEI) wrote a case study on the Legacy Project in 2002 as an example of local government success. The Legacy Project and the University of Vermont

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Environmental Council received the 2003 Vermont Governor's Award for Environmental Excellence and Pollution Prevention.

As a result of the Legacy Project, Burlington is rewriting its zoning laws to include incentives for green buildings, reduced car traffic, smart growth, and protection of open space and natural resources. The city has set a goal of reducing greenhouse gas emissions by 10 percent and is working to involve households and small businesses in the effort.

The project has sparked an anti-racism initiative and efforts to provide a more welcoming environment for immigrant communities.

All 4,000 children enrolled in the city's schools are eating healthier lunches while learning about nutrition. In three years, the Legacy Project and its partners succeeded in tripling the amount of fresh produce served in school meals. One third of it is locally grown. Students work with cafeteria staff to develop recipes and test them for potential inclusion on the menu.

The Legacy Project also developed a website to help other communities identify successful practices that they can use to further their own sustainability goals. Burlington regularly receives inquiries about the Legacy Project, along with delegations from interested communities across the nation as well as from overseas.

"I think people see it as a successful model," says Rosenbluth.

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# Targeted Community-Based Collaborative

## Dayton, Ohio

**Purpose:** The goal of the Targeted Community-Based Collaborative (TCBC) is to develop programs and strategies to address the social, financial and educational needs of low-income families in the poorest neighborhoods in Montgomery County, Ohio. The majority of these targeted neighborhoods are located in the City of Dayton. TCBC was developed as an effort to reduce the number of families and individuals at risk of becoming dependent on public assistance by improving their wage-earning potential and providing support services to help them find jobs or get better jobs.

**Background:** Seven years ago the Ohio Legislature gave counties the opportunity to establish and maintain collaborative partnerships with faith-based and community-based organizations. In 1999, the Montgomery County Department of Job and Family Services (MCDJFS) created the Targeted Community Based Collaborative, using Temporary Assistance to Needy Families (TANF) funds. This came about after Dannetta Graves, then director of MCDJFS, became a member of a Dayton workforce development team that participated in a four-year National League of Cities project to help cities link workforce development to poverty reduction.

"Dannetta was determined to put in place all possible and necessary supportive services to decrease the chances of families coming off welfare being faced with extreme poverty," Joyce Gerren, consultant to the TCBC, says. Graves, who retired in early 2006, contracted with local community-based and faith-based agencies to provide community supportive services. "Graves wanted these agencies to improve opportunities for heads of families to become employed, increase their earning potential, and improve their job retention rate. Other services through TANF aimed to enhance family stability, and reduce out-of-wedlock pregnancies, school dropout rates, substance abuse, and family violence."

TCBC was a key component in Dayton's strategy to reduce poverty in two targeted populations — those on public assistance, and those in low-wage jobs, according to Graves.

"The city identified the poor neighborhoods by Census tract; then they identified the job market in the city," Graves says. "The city worked together with the county as a team in development and implementation of these programs. Our part was to make sure we had accountable programs that met the measures we developed in our plans. We targeted the neighborhoods that the city identified. The city played a vital role in making sure the program was targeted to the people that needed the help. It really demonstrates how a city and county can work together to solve a serious problem."

TCBC came into being at a time when the 36-month TANF time-limits in Ohio, set up following national welfare reform in 1996, were expiring. In November 1999, the Montgomery County Board of County Commissioners (BCC) authorized the allocation of $2 million in TANF funds to launch TCBC.

**Description:** TCBC targets families with a gross monthly income lower than 200 percent of the Federal Poverty Guideline (FPG), those living in neighborhoods with median family incomes lower than 200 percent of the FPG, or those living where the unemployment rate is significantly higher than the Montgomery County average. Four of those neighborhoods — containing 65 percent of the TCBC target population — are located in Dayton.

TCBC focuses on improving support services to youth and their families, and improving their potential for employment, job advancement and retention. The program centers on community-based and faith-based organizations that operate in the targeted neighborhoods. TCBC enables and supports partnerships, which provide services and programs aimed at preventing, reducing, and eliminating public assistance dependency, as well

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as promoting and supporting family formation and family stability. MCDJFS is committed to helping stabilize families and enabling them to reach their maximum level of economic self-sufficiency.

TCBC began with 16 service providers, eight of them community-based, and another eight faith-based. Today, there are more than 30 providers and partners offering education and training referrals, job search and placement services, family crisis information, and youth and adult mentoring programs.

"Providers function as a consortium, sharing information and working together as one," says Graves. "They can do much more working together than they ever could working alone."

Now in its seventh year, TCBC has served an estimated 10,000 clients.

**Funding:** TCBC is funded mainly with TANF and Workforce Investment Act funds.

**Accomplishments:** As a result of the many-pronged efforts of TCBC, Montgomery County's TANF caseload continues to decrease. Employment providers reported that 50 percent of active participants obtained employment within the first few months.

TCBC's hugely successful after-school and enrichment programs reported that 60 percent of participants' reading and math scores improved at least one grade level. During a six-year period, not one out-of-wedlock birth happened in a group of 300 youth in just one after-school program, according to Graves. None of them dropped out of school. TCBC's after-school programs have been such a success that it contracted with six school districts to become providers of similar services.

The TCBC has won a number of national awards. It received the National Association of County Officials Achievement Award for 2002 and was highlighted as a significant partner in the U.S. Department of Labor One-Stop Innovators and Youth Council Award. TCBC was also honored by the National Association of Counties for its achievements. The U.S. Government Accountability Office gave TCBC a strategic integration service award.

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# Neighborhood Quality of Life Assessments

## Charlotte, North Carolina

**Purpose:** Charlotte's Neighborhood Quality of Life Assessments provide vital data as a public policy tool that enables this city of 600,000 to better target public investment and better respond to community development issues. Designed to improve the city's neighborhoods and residents' lives, the assessments help city officials plan where to deploy police and social workers, adjust public transportation routes, and address other critical issues affecting the quality of life in Charlotte's neighborhoods.



City of Charlotte
2004 Neighborhood
Quality of Life Rankings

Rankings
- Stable          n=92
- Transitioning    n=54
- Challenged       n=27
- Non-Residential Areas
- CWAC Boundary

**Background:** In the early 1990s, the Charlotte-Mecklenburg County Planning Department raised concerns that if the city's inner core failed to develop and keep pace with growth in Charlotte's thriving outlying areas, it would threaten the city's overall quality of life and growth. Planners selected data from 20 social and economic categories in the 1990 U.S. Census, and used this material to assess 73 inner-city neighborhoods. This information was used to strategically deploy city resources to those areas considered fragile.

After a few years, the 1990 Census data was deemed insufficient and outdated. The University of North Carolina at Charlotte (UNC – Charlotte) was brought into the process in 1997 to expand the amount of information collected on the local level. Owen Furuseth, university associate provost for Metropolitan Studies and Extended Academic Programs, and his research team evaluated the assessment process. They found it an effective policy tool, and recommended going directly into neighborhoods to collect data.

The UNC – Charlotte team, modeling its effort on studies used in Pasadena, California, and Seattle, Washington, developed a list of 28 variables that fell into four categories – the social dimension, economic dimension, physical dimension, and crime dimension.

Since 1997, Charlotte has expanded its data collection and analysis effort from 73 neighborhoods to the entire city, including areas destined for future annexation. There are now 173 Neighborhood Statistical Areas ranging from approximately 400 to 6,000 residents, although the number of information categories has been reduced. Local government agencies routinely collect data for the studies.

**Description:** The Neighborhood Quality of Life assessments to evaluate Charlotte's neighborhoods are conducted every two years. This data is converted into three neighborhood-ranking categories: stable, transitioning and challenged.

The university research team works with a number of Charlotte and Mecklenburg County agencies to gather and analyze data from the neighborhoods. Other partners in the studies are Neighborhood Development Key

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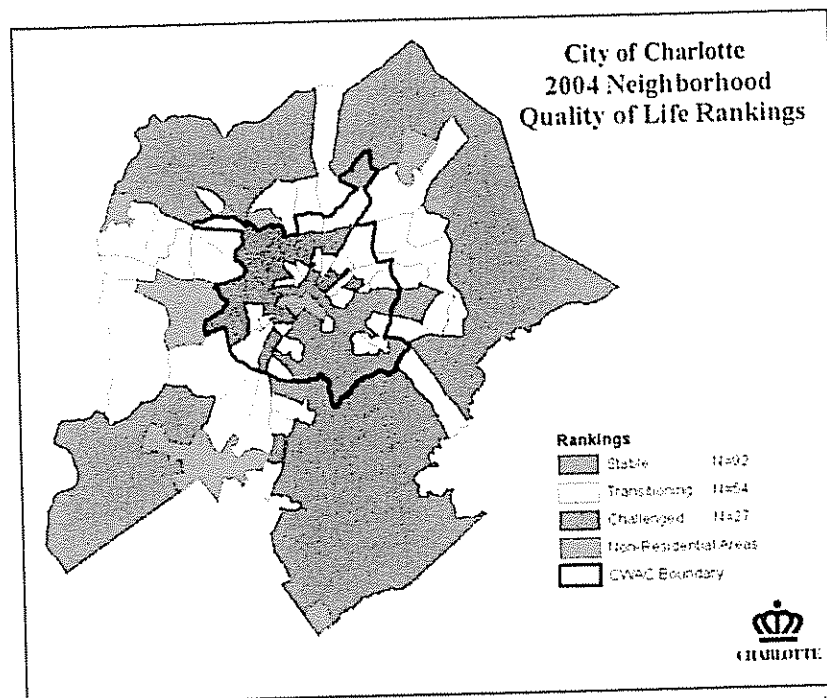
Business, the Charlotte-Mecklenburg Planning Commission, Charlotte-Mecklenburg Police Department, Mecklenburg County Department of Social Services, Mecklenburg County Health Department, the Charlotte-Mecklenburg School System, and the Charlotte Department of Sanitation. Neighborhood Development Key Business administers the city's Housing and Urban Development (HUD) grants, is responsible for enforcement for housing and health and sanitation codes, facilitates new housing resources for single-family and multi-family developments, and develops organizational capacity and leadership in the city's neighborhoods. Each participating agency is represented on the steering committee in charge of the quality of life assessments.

The data collected includes information such as access to basic shopping, home ownership, income change, and success of schools – all information that helps determine whether a neighborhood is livable. This is entered into a geographic information system (GIS) computer program containing all of the city's street addresses and maps. GIS makes it possible to look at relationships between different layers of data, and puts it into a format that is workable for users such as elected officials, public employees, citizens, and citizen groups. The results are made available both in print and on a web site.

**Funding:** The Neighborhood Quality of Life Assessments are funded by the City of Charlotte and its partner agencies and organizations.

**Accomplishments:** Some neighborhoods originally identified as challenged have improved and reached stability, thanks to city and county efforts to address their issues in a strategic manner. Parks and sidewalks have been built, transportation routes adjusted, and anti-crime efforts targeted as a result of information gathered in the assessments.

Key Business Executive in Neighborhood Development, Stanley Watkins, adds that none of the original 73 inner-city neighborhoods has declined since the assessments and follow-up efforts began.

Area charities realigned some of their efforts in order to target neighborhoods that are categorized as transitioning or challenged. The assessments empower residents as well. Neighborhood organizations use current assessment data when lobbying for public services or addressing problems in their communities.

Charlotte's Neighborhood Quality of Life program received an award in July 2002 from the Bertelsmann Foundation in Germany as part of its International Project on Quality of Life Indicators.

Assessments modeled after the one developed by UNC-Charlotte are now used in Edmonton, Alberta in Canada and Chesapeake, Virginia.

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# Demographics Project

## Burien, Washington

**Purpose:** The Demographics Project of Burien, Washington, was undertaken in order to help city officials and others to better understand their community, especially the changing demographics of Burien. The project was designed with three purposes in mind: 1) develop a comprehensive community profile using multiple data sources; 2) involve community groups and other stakeholders to identify issues suggested by the data; and 3) ultimately help city leaders make better policy decisions to ensure that the city provides the right mix of services to its citizens.

*Community Profile*
*City of Burien*

*September 2003*
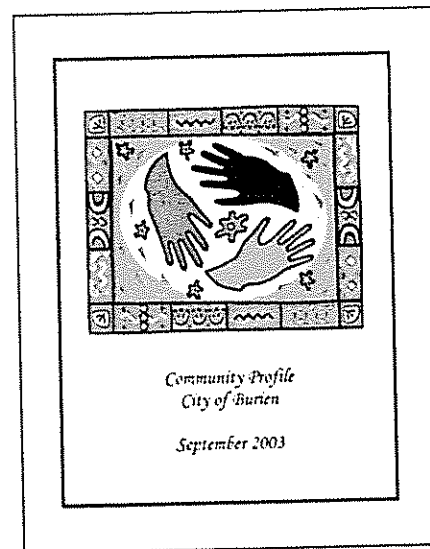
**Background:** A suburb of Seattle, Burien was incorporated as a city in 1993. Long considered a residential, stable, older community with many long-term homeowners, Burien was becoming increasingly more diverse as a result of waves of new residents from various ethnic and cultural backgrounds.

At the same time, data from the 2000 Census indicated that there had been many changes in Burien between 1990 and 2000. Some of these changes indicated by the Census were an increase in poverty, especially among the city's children; an increase in the minority population from 11 percent in 1990 to 26 percent in 2000; an increase in the percentage of household income spent on housing; and an increase in the percentage of Burien residents that spoke a language other than English at home from nine percent in 1990 and to 19 percent in 2000. Burien officials, concerned about these indicators, identified these and other changes in their "2000 Census Observations." In order to learn more about how the community was changing, in 2002 the city council budgeted $50,000 to undertake the Demographics Project to be implemented in three phases: issue identification, community input and involvement, and creation and implementation of specific policy outcomes.

A senior management analyst in the city finance department was named director of the project. He created a working group with representation from all municipal departments to plan the study and undertake the response.

**Description:** During phase-one of the Demographics Project, the working group created the Community Profile for the City of Burien. Completed in September 2003, the Community Profile compares Census data from 1990 and 2000 and analyzes data on population, household and age characteristics, race/ethnicity and language, economic issues, income, poverty, children, educational attainment, employment, housing, and transportation. The Community Profile also incorporates data from the Highline School District, King County Housing Authority, and King County Public Health, which issues a report on the health and well being of residents and communities in King County every other year.

In phase two, the group conducted two major outreach — one to the overall community and another targeted to Burien's growing Hispanic population. Both the Community Outreach Task Force and the Latino Outreach Task Force were convened to provide input to city staff on ways the city could improve service to residents. The Latino Outreach Task Force, for example, informed city staff that they needed to provide Spanish versions of newsletters and have translators at public meetings. At least 10 percent of the city's population is Spanish-speaking, and half of them speak little or no English.

In phase three, the Burien City Council and the working groups developed policies and action plans based on the Community Profile data and input from the Task Forces. One action plan involved working with the Highline School District, which serves Burien and three neighboring cities, to create an all-Spanish summer

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school program. Other action plans led to development of an elementary school after-school program, a Latino community engagement project, a community forum on gangs and gang violence, and community group meetings to plan a downtown park.

Information gathered through the Demographic Project continues to be shared with community organizations and serves as a tool for human services, economic development and comprehensive planning.

**Funding:** The Demographics Project was funded by the city with $50,000 at the outset. This investment of city funds has since leveraged additional funds from other organizations in the community.

**Accomplishments:** The Association of Washington Cities awarded Burien the 2005 Diversity Champion Award for the Demographics Project and its Spanish translation services.

The Demographics Project has led to productive and substantial partnerships between the City of Burien and key stakeholders including the Highline School District, King County Housing Authority, New Futures, and Northwest Area Foundation.

The Spanish summer school program, launched in 2004, has a 2006 enrollment of 140 students and their families. A community college provides English classes for parents. More than 300 students and their families will have participated in the summer program in its first three years.

In partnership with area nonprofit organizations, the city provides after-school programs in three elementary schools with high percentages of Hispanic and low-income students.

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# Baltimore Neighborhood Indicators Alliance

## Baltimore, Maryland

**Purpose:** The Baltimore Neighborhood Indicators Alliance (BNIA) is a research organization located within the Jacob France Institute of the University of Baltimore. It is supported and affiliated with a diverse group of foundations, city agencies, and community groups committed to promoting, supporting and helping people make better decisions using accurate, reliable, and accessible data and indicators to improve the quality of life in Baltimore neighborhoods. BNIA designed its core functions based on the knowledge that Baltimore needed a common way of understanding how its neighborhoods and overall quality of life were changing over time.



*Baltimore's Reservoir Hill Improvement Council reviews Vital Sign indicators and maps.*

A core function of BNIA is to maintain, develop, and track **Vital Signs**, a series of outcome-oriented indicators that "take the pulse" of Baltimore's neighborhoods to measure progress towards a shared vision for strong neighborhoods, improved quality of life, and a thriving city over time. BNIA tracks the **Vital Signs** each year, and helps groups and individuals use these indicators to enhance their work towards long term change.

The Alliance brings together the resources of strategic partners and places them in a neighborhood context. Several of these groups contribute their time and effort to develop the Alliance's core functions. The idea is to work together toward identified shared goals, and not reinvent the wheel. Partners serve on one or more of BNIA's workgroups: the Coordinating Committee, the Vital Signs Steering Committee, the Technical Assistance and Training Work Group, Data Providers, and Access Point.

**Background:** The Baltimore Neighborhood Indicators Alliance was born in 2000 after a two-year planning process with several citywide nonprofit organizations, city government agencies, neighborhoods, and foundations gathered by the Association of Baltimore Area Grantmakers and the Annie E. Casey Foundation. Through the process, stakeholders identified the need for two things: a common threshold for Baltimore to discuss what is best for changing conditions; and a mechanism to hold itself, and all others who work, live, play, and invest in its neighborhoods, accountable for moving in the right direction. BNIA was founded to fill this need and to create a common way of understanding how neighborhoods and overall quality of life change over time.

In 2002, BNIA organized a series of focus groups to envision the Vital Signs indicators. To do this, focus group participants were asked what they would like their neighborhoods to become 20 years in the future, and how they would measure progress toward that vision for the future. BNIA also sought information on what people wanted to know and what indicators should be used to measure whether Baltimore's neighborhoods were healthy and improving. Information gathered through this community-driven process was used to create the Vital Signs.

Today, BNIA has grown to include many more groups and individuals, and more each day have come to consider themselves part of this growing Alliance — this movement toward well-informed decision making for change.

**Description:** BNIA develops and tracks the Vital Signs, provides technical assistance and training, and maintains access points to the neighborhood data as described below.

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The **Vital Signs** are 40 outcome indicators that "take the pulse" of Baltimore neighborhoods by measuring progress toward a shared vision and desired results for strong neighborhoods, good quality of life, and a thriving, vital city over time. The gathered indicators are divided into seven topic areas: housing and community development, children and family health, safety and well-being, workforce and economic development, sanitation, urban environment and transit, education and youth and neighborhood action and sense of community. These Vital Signs were developed using a comprehensive community driven process, and are tracked over time. A report is published annually displaying the trends. The Vital Signs data help to shape policy decisions, funding priorities, community building strategies, and neighborhood organizing efforts.

Among other indicators, the Vital Signs keeps track of the median sales price of homes, the median number of days on the market, the percentage of foreclosures, and the percentage of vacant or abandoned properties. According to Peter B. Armstrong, geographic information system (GIS) data manager for Vital Signs, the GIS program used to analyze foreclosure data for patterns showed that some areas had high rates of foreclosures, which helped a task force address the issue. As a result of task force efforts, the foreclosure rate has been reduced significantly in some areas of the city.

**Technical Assistance and Training Strategy** provides training enabling everyone who lives, works, and invests in Baltimore to access, understand, and use data, indicators, and the Vital Signs to enhance long-term neighborhood improvement. This training concentrates on facilitating the use of the Vital Signs in a "results-based approach to decision making" process. Those using the data include city government, non-profit agencies, businesses, and neighborhood improvement organizations.

BNIA's **"One Stop Shop" for Neighborhood Data** is the first place to go for user-friendly access to the Vital Signs and other data about Baltimore and its neighborhoods from a variety of sources. Alliance staff assists people to use the Alliance website where numerous data and indicators are available and refers them to additional data sources if necessary. Access points to the indicators are available throughout the city to provide the Alliance's on-line resources to those who need assistance or do not have their own access to the internet. These access points currently include the public branch libraries, community centers, and some job training centers.

**Funding:** BNIA is funded through grants from private foundations. No public money is used.

**Accomplishments:** In addition to helping reduce the foreclosure rate in Baltimore, the Vital Signs has aided many other neighborhood-level efforts in the city.

"Some indicators have improved dramatically since the data-gathering began," says Armstrong. "We see trends that in the 1990s were going in the wrong direction. Since we began keeping track in 2000, many of these trends have started going in the right direction. Our goal is not to improve neighborhoods by ourselves – it is to help local groups improve their neighborhoods. If people are using our data to make positive changes, that's a success for us."

The Vital Signs was named one of the top 30 indicators' projects in the world in the 2004 U.S. Government Accountability Office report, "Informing Our Nation – Improving How to Assess the USA's Position and Progress."

A number of officials from other cities have contacted Baltimore's Vital Signs program for assistance in starting their own data gathering and tracking programs. These include Dallas, Atlanta, Memphis, Montreal, and other cities around the globe.

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# NeighborLink Network

## Rochester, New York

**Purpose:** The NeighborLink Network is a technology initiative used in Rochester, New York, to manage the data developed by the city's participatory-government planning process. To encourage involvement by residents in the planning process, the city, though its NeighborLink Network initiative, provides computers throughout the community to give all citizens access to city planning programs and community leaders access to sophisticated on-line planning tools. This NeighborLink Network database provides sector groups, the city administration, the Rochester City School District, and general public with the ability to electronically track the progress of the 10 sector action plans. The database also provides residents with up-to-the-minute information about the status of activities and projects in their sectors.

**Neighbors Building Neighborhoods**

Robert J. Duffy, Mayor
City of Rochester, NY
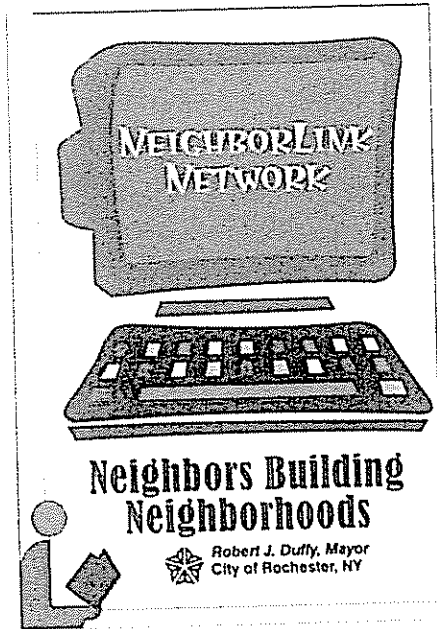
**Background:** In 1994, Rochester launched Neighbors Building Neighborhoods (NBN), a participatory planning process that involves and empowers residents to create socially and economically stable neighborhoods. NBN became one of the most successful citizen empowerment ventures in the United States. As a first step, the city was divided into 10 sectors for the purpose of planning. Residents are included in the planning process of the sector that includes their neighborhood. Residents in each sector have the opportunity to work together to envision the future for their sector, set achievable goals and action plans, then work with the city to carry out their action plans.

Training in leadership, community organizing, and technical and planning skills is provided to neighborhood and sector leaders by the city's NBN Institute. The NeighborLink Network provides the technology resources for the training.

**Description:** The primary purpose of the NeighborLink Network is to report and track all the activities, initiatives and accomplishments of NBN. At one point, there were 1,450 individual citizen-led initiatives underway. Without a proper information tracking system, the initiatives were difficult to manage and staff overwhelmed. Four years into the NBN process, the NeighborLink Network was launched to make this extensive information management task possible. The NeighborLink Network also facilitates on-line research and communication among NBN Partners – sector volunteers, citizens, non-profits, community and faith-based groups, corporate and foundation supporters, and city staff.

The NeighborLink Network's infrastructure consists of **NeighborLink Computer Sites**, an **NBN Information Management System**, and the **NBN Website**, all described below.

> **NeighborLink Computer Sites** – There are 10 NeighborLink Computer Sites, one for each NBN Sector. Nine sites are located in Rochester Public Libraries. The tenth site is located at a community center. Each site is equipped with a distinctive black personal computer and workstation, a printer, internet access, the NBN Information Management System, and various software applications. At each site, residents can access the NBN database, and communicate with other NBN partners via secure e-mail. By design, certain functions can only be performed at on-site computer terminals. In this way, the libraries become essential hubs where citizens can meet and share ideas. "The libraries offer ideal, neutral meeting space in each community," according to Vickie Bell, director, Bureau of Neighborhood Initiatives. "Libraries have come to be thought of as the places to go to access the internet and other resources."

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**NBN Information Management System** – This customized electronic reporting and tracking database and community information menu provides full access to the NBN process from the library computer sites. It enables neighborhood and sector leaders to track NBN grant sources, volunteers, and accomplishments, update action plan activities, and develop reports. It facilitates the viewing of all 10 sector action plans, measures progress of the entire NBN process, and tracks funds spent in specific sectors and city-wide. In addition, the Information Management System gives residents access to professional Global Information System (GIS) mapping technology and 3-D virtual planning tools.

**NBN Website** – The NeighborLink Network module resides within the City of Rochester's website. This module can be viewed from any home computer and provides access to general information on the NBN planning process. The NBN website has links to the 10 Sector Action Plans, a NeighborLink Network initiative description, NBN Institute offerings, and news and awards updates. It also includes access to publications and other city links.

**Funding:** The city originally secured about $60,000 in federal funds to create the NeighborLink Network. It later invested an additional $40,000 to enhance the computer workstations.

The city's annual budget now covers all NBN projects, including the NeighborLink Network. Sector initiatives are funded by NBN partners and in-kind and volunteer contributions; in fact, projects cannot proceed until a funding partner is secured. The city provides each sector with $4,500 per year for administrative incidentals such as mailings.

NBN is administered through the city's Bureau of Neighborhood Initiatives. The Bureau's six staff people are all paid out of Community Development Block Grant (CDBG) funds. The staff includes five community program planners who serve as staff liaisons to the 10 sectors. One staff person coordinates the NeighborLink Network. A team of volunteers, or community technology leaders, works with city staff to provide training on the use of the NeighborLink software, and maintains and updates the network.

**Accomplishments:** In the process of giving citizens a stronger voice in city government, Rochester turned to technology. This technology has helped Rochester residents to reinvent local government. Residents have transformed their communities through projects and initiatives that have led to new supermarkets, new business development, three new community development corporations, investment clubs, and mobile police stations. Residents have successfully applied for grants to fund neighborhood concerts, symposiums and charter schools.

Behind the scenes, the NeighborLink Network has been indispensable in making the NBN process effective. "You have to build an infrastructure to be effective. But the beauty of it is that it all connects. It's not just a computer system — it is a system to elevate a community," says Bell.

Providing the computers has bridged the city's digital divide – between those with computer access and those without. One of the administrative goals of current Mayor Robert J. Duffy is to enhance technology and make it more accessible to neighborhood residents. NeighborLink Network computers have been used by youth in a partnership program with Cornell University and a not-for-profit agency. Young people in job readiness programs are being taught to use GIS, design logos and conduct on-line research. The goal of this effort is youth leadership development.

The City of Rochester has received considerable attention for its model citizen planning process, including designations as "America's Most Livable City" and "All American City."

Most Livable City (2000): Partners for Livable Communities selected Rochester along with three other communities as America's Most Livable Cities in 2000. Rochester is credited for adapting to racial and economic changes by joining forces with neighborhood groups. The NBN process was noted as an effective urban strategy that engaged its citizens to create sector action plans, recommendations that were integrated in the city's master plan.

All America Cities Award (1998): In 1998 Rochester received one of 10 All American Cities Awards from the National Civic League. The selection was based on three projects that positively impacted the community and

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showed collaboration between ordinary citizens, local businesses and government. The NBN Initiative and Sector 10's North East Neighborhood Alliance activities were one of two projects.

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# Neighborhood Advisory Committees

## San José, California

**Purpose:** Neighborhood Advisory Committees (NACs) are coalitions of neighborhood representatives that make up the formal structure for citizen engagement under San José's Strong Neighborhoods Initiative (SNI). Through NACs, city residents in 19 neighborhoods under the SNI develop neighborhood visions, identify priorities for neighborhood improvements, and, in partnership with city hall staff and a city council member, develop plans for implementing the agreed upon priorities in their communities.



*$1,461,000 children's park built in the Washington SNI Neighborhood.*

**Background:** In 2000, Mayor Ron Gonzales launched the Strong Neighborhoods Initiative. The SNI is carried out by the NACs that represent the targeted SNI neighborhoods. The San José Redevelopment Authority is the primary funding source for the SNI, a city initiative that targets 19 neighborhoods qualified for redevelopment investment.

In 1956, the City of San José created the San José Redevelopment Agency (SJRA), as a result of the California Community Redevelopment Law. This state law assists local governments in revitalization, by granting them the authority, scope, and financial means to stimulate economic conditions and leverage private investment in urban areas through establishing redevelopment agencies.

The San José Redevelopment Authority (SJRA) is a public, non-profit organization created to improve the quality of life in San José. The agency is governed by the San José City Council, which serves as the Redevelopment Agency Board. For many years, San José's redevelopment efforts and funds were focused on rebuilding downtown and industrial areas, neglecting neighborhood needs.

The focus of the SJRA changed in the late 1990's. Today the work of the SJRA and its community and private sectors partners create jobs, develop affordable housing, strengthen neighborhoods, and build public facilities.

**Description:** The Neighborhood Advisory Committees (NAC) include neighborhood leaders, residents, business owners and other stakeholders with an interest in serving their community. A city council member and a key city staff person are also part of the NAC. In monthly public meetings and several community workshops, the committees engage in an eight month to one year strategic planning process of visioning and priority planning for their neighborhood's needs that are communicated through a neighborhood improvement plan. This plan requires NACs to conduct an inventory of their neighborhood's assets and liabilities, in order to identify a neighborhood top-ten priority list that is presented to the city council for adoption. The adopted priority list serves as the action agenda for residents, city staff and the city council.

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Neighborhood improvement priorities can range from pedestrian safety, after-school homework centers, and parks, to community centers, and crime watch initiatives. Plans are implemented within the NACs with the support from city agencies. NACs may also identify other community resources to supplement city funding from business groups, community-based nonprofits and faith-based organizations.

The City of San Jose designates staff to work directly with the citizen groups. Senior city officials are assigned to manage each of the Neighborhood Advisory Committees. Other city personnel assigned to each of the 19 include code enforcement officers, city planners and a city council liaison.

In order to prepare NAC members for their roles as planning partners with the city, the Neighborhood Development Center, a division of San's Jose's Department of Recreation, Parks, and Neighborhood Services, established San José's Neighborhood Academy which provides training to NAC members on leadership development, community organizing, grant writing, fundraising, and other capacity building skills.

After the planning phase, NACs oversee implementation of neighborhood plans and act as liaisons between city hall and neighborhood residents.

**Funding:** The NACs and other SNI efforts are funded primarily by the City of San Jose with local redevelopment money, obtained through tax increment financing and the city's general fund. Between 2000 and 2006, San José will have invested more than $150 million to improve SNI neighborhoods.

**Accomplishments:** The SNI model of grassroots partnership with city hall has led to greater coordination of services and resources from other city departments unrelated to redevelopment. San José and its citizens have completed more than 120 community improvement projects, based on priorities set by NACs. Due to this success, Mayor Gonzales has proposed extending the SNI model of grassroots engagement in planning, communication and partnership to include all city neighborhoods. San José is currently developing plans to implement a city-wide model.

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# Dayton Dialogue on Race Relations

## Dayton, Ohio

**Purpose:** The Dayton Dialogue on Race Relations (DDRR) was founded as a forum to improve relations between African-Americans and whites in an historically segregated city. Today, DDRR takes a leadership role in the eradication of racism by building an interdependent community that values racial, religious, and cultural differences.

**Background:** Because of concerns raised by African-American police officers about working conditions and promotions, city leaders such as Commissioner Dean Lovelace saw a need in 1998 to address racial issues, both in the police department and the entire community. They felt that the community could not flourish without changing the climate of racism.



Dayton residents participate in a Dayton Dialogue event, January 2006.

"We needed to find a forum for people to interact with each other," says Lovelace, a four-term city commissioner. "We needed to see that city services were being evenly distributed. We needed for people to realize the importance of getting to know one another. This was the basis for starting the dialogues."

Dayton, with a population of 160,000, is among the most segregated cities in the United States. West Dayton is 90 percent African-American, while East Dayton is largely white.

Fifty individuals from political, educational, business, religious, and civic organizations met over several months in 1999 and decided to launch a community initiative to address race and reconciliation. Chief U.S. District Judge Walter H. Rice and Former Montgomery County Commissioner Sarah Harris co-chaired the effort.

That same year, city officials contacted Hope in the Cities (HIC), a Richmond, Virginia program that has perfected a model for interracial dialogue. HIC was launched in 1990 in an effort to bring together political, business, and community leaders in Richmond, Virginia, to address the matter of racial healing. Representatives from HIC were invited to Dayton and gave presentations on their approach to representatives of groups concerned with the city's racial issues. The Dayton Dialogues got underway in 2000.

**Description:** The Dayton Dialogue on Race Relations is a community initiative whose primary goal is to implement a process of healing race relations by utilizing dialogue to foster reconciliation. This dialogue is an attempt to have an honest conversation among people of all backgrounds on matters of race, reconciliation and responsibility.

This dialogue is intended to provide a non-threatening forum that helps participants move beyond blame, guilt and hatred, to face the past and move forward with new insights.

In a typical dialogue, a dozen men and women – balanced by race and led by a trained facilitator – meet several times, 12 hours total. They meet in homes, churches or other places and talk about issues such as: community, ethnicity, discrimination, diversity, social structures, and reconciliation. Dialogue groups devise action plans to further racial reconciliation. Some may be as simple as getting together once a month and sharing a meal.

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"We go from head to heart to action," says Audrey Norman-Turner, dialogue administrator. Norman-Turner hosts a local television program about DDRR and what is happening to improve race relations in Dayton.

The dialogues have extended to Dayton institutions. Wright State University and Sinclair Community College, engaging administrators, faculty and students. Dayton officials also conducted a dialogue with elected officials from the nearby mostly white city of Kettering. DDRR works to bring the dialogue process to business, interfaith, professional, and civic organizations. It conducts approximately 50 dialogues per year.

**Funding:** The Dayton Dialogue on Race Relations receives annual grants from the City of Dayton and Montgomery County. The Dayton Foundation awarded a $25,000 grant in 2000 and another in 2002. The Dayton Human Relations Council administers the DDRR process through the services of Norman-Turner.

**Accomplishments:** Nearly 4,000 individuals have participated in DDRR dialogues. Dialogues have taken place with students at Kiser Middle School and among students, faculty and administrators at two local colleges. Wright State University and Sinclair Community College. Miami Valley Hospital staff members have engaged in dialogues as well.

The organization has trained about 125 people to facilitate dialogues. This requires attending 12 hours of dialogue, plus 12 hours of training in facilitation.

In a 2002 evaluation of DDRR, more than 93 percent of participants responding said the sessions met their expectations, and more than two-thirds called their sessions very positive. Many say the most important result of the dialogues is that people have gotten to know fellow city residents of different racial backgrounds.

As a result of the dialogues, Dayton's Human Relations Council began processing complaints about discrimination in employment and housing. In addition, the dialogues led to the creation of the Summit against Institutionalized Racism, which targets practices, policies and procedures, such as predatory lending to communities of color, that perpetuate racism.

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# Summit on Racism

## Kalamazoo, Michigan

**Purpose:** Kalamazoo's Summit on Racism is aimed at dismantling institutional racism in the Kalamazoo area. It has given the community an opportunity to address racial justice issues and come together for a common purpose. Participants seek to raise the community's racial and ethnic awareness and improve race relations.



*Employment Subcommittee holds planning meeting at the Kalamazoo's 2005 Racial Summit.*

**Background:** Kalamazoo's first Summit on Racism was held on September 30, 2004 at Western Michigan University. Organized by the City of Kalamazoo, the YWCA of Kalamazoo and the Kalamazoo Community Foundation, Kalamazoo's Summit on Racism was modeled on an earlier effort that began in Grand Rapids in 1999. The Grand Rapids Summit on Racism was launched by the Racial Justice Institute of the Grand Rapids Area Center for Ecumenism.

**Description:** Kalamazoo's Summit on Racism is an effort to identify and increase awareness of institutional racism and then to develop action plans to eliminate it. It operates with the understanding that racism is a national problem. This acknowledgment of racism and its affects allows the city to have an open dialogue regarding race, and to work on creating solutions. This willingness to challenge racism on behalf of the city and its citizens contributes to the Summit on Racism's success.

The Summit is both an annual day-long event and an umbrella group through which two subgroups, one on education and the other on employment, work throughout the year on creating ways to reduce or eliminate racism in places of employment. They also work on specific initiatives with area educational institutions.

According to Jennifer Shoub, CEO of the Kalamazoo YWCA, "We believe that it's essential that our organizations look at institutionalized racism and start taking responsibility for tearing down structures that perpetuate white privilege and deny services and power to other people. We really looked at this as a way to begin to give people an opportunity to talk about race. Our goal was to get the players in the room who are gatekeepers in their organizations, willing to look at making changes in their institutions."

Participants in Kalamazoo's 2004 and 2005 Summits on Racism included representatives from all sectors, including government, for-profit/nonprofit businesses, health care, education, finance, criminal justice, and the faith-based community. Each Summit drew over 200 participants. The employment subgroup and the education subgroup have met monthly for over a year. These meetings have brought together individuals who share common concerns but in the past would never have had the opportunity to work together. More than 200 volunteers have put in over 1700 hours of service working on specific initiatives via the subgroups.

According to Grace Williams of H.G. Brown and Associates, co-chair of the employment sub-group, "The work of my sub-group and that of the entire summit can increase business profits while contributing to the health of the community. Confronting and eliminating racism allows businesses to value, integrate, and apply all of the assets of the community. We recognize that the issue of racism is a sensitive one but there are real returns to addressing it in a proactive fashion."

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The 2006 Summit on Racism meeting will provide anti-racism training for all the expected 200-300 participants, update the participants on subgroup progress, invite interested community members to join existing subgroups, and identify other potential subgroups that might begin to address other facets of institutional racism.

**Funding:** The YWCA of Kalamazoo provides logistical support and coordination to Kalamazoo's Summit on Racism. The funders are the Kalamazoo Community Foundation, the Fetzer Institute, and the City of Kalamazoo. These organizations have not only provided the funds for the work of the summit but the mayor of Kalamazoo and the executive directors of the other funding groups serve on the summit's steering committee.

**Accomplishments:** According to the YWCA, the Kalamazoo Summits on Racism have achieved the following:

- increased community awareness about the problem of racism
- new programs to promote racial equality
- new alliances across racial and ethnic lines
- more leaders advocating for racial equality

More local organizations are working internally on racial equity issues, and more members of the community are discussing the problem of racism. For example, every school superintendent in Kalamazoo County has agreed to include anti-racism instruction among offerings at teacher in-service trainings. Outcomes have been measured through surveys, evaluation forms and tracking indicators.

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# Minority and Women-Owned Business Enterprise Program

## Indianapolis, Indiana

**Purpose:** The Indianapolis Minority and Women-Owned Business Enterprise (M/WBE) Program was created to provide greater opportunities for certified minority and women-owned businesses with the City of Indianapolis. The M/WBE is a supplier diversity program that helps ensure that businesses owned by minorities and women get a fair share of city contracts and subcontracts and play an increasing role in the overall city economy.

It aims to create an environment that promotes meaningful business opportunities, builds productive partnerships, and creates successful integration of M/WBE firms within the business infrastructure of the city. In addition to utilizing more minority and women-owned firms on city projects, the initiative also introduces M/WBE firms to opportunities outside the government.



*Indianapolis Mayor, Bart Peterson (far left) and Diversity Affairs Director, Sherlonda Anderson (far right) present award to M/WBE at the annual Mayor's Diversity Celebration.*

**Background:** Although the city had a program to help minority and women-owned businesses as early as 1979, there had never been a plan in place to increase the utilization of minority and women owned businesses. Shortly after he took office in 2000, Mayor Bart Peterson assigned his director of administration to enhance and improve the program.

"The mayor wanted a program that was not a set-aside but an initiative based on solid business principles, in order to build a strong M/WBE community that can be competitive in this region, nationally and in the global marketplace," says Jonathan Carpenter, director of the M/WBE Program.

Upon taking office, Mayor Peterson commissioned a disparity study to examine the capacity of local M/WBE companies. The study found that M/WBE companies were underutilized under the existing program. At about the same time, the director of administration met with certified minority and women owned companies to assess how well the program was working, only to find that there was no point person in the city to answer questions and that access to information was poor. She also found that, although majority contractors were required to document good faith efforts to identify minority and women-owned businesses as subcontractors, majority contractors all had different definitions of 'good-faith' efforts.

**Description:** The M/WBE Program sets percentages for all city contracts awarded to minority and women-owned businesses. A Minority Business Enterprise (MBE) and Women-Owned Business Enterprise (WBE) is one in which minorities or women control 51 percent of the company, and are in charge of day-to-day activities. Indianapolis requires that MBEs and WBEs be certified through the city's Division of Administration and Equal Opportunity. This certification requirement applies to contractors, suppliers, consultants, joint ventures, and other vendors. Certification is good for three years and is free of charge. Of the more than 600 M/WBEs certified with the City, minorities own 60 percent and women own 40 percent.

The program has been improved in many ways. Majority firms can no longer define or interpret for themselves 'good-faith efforts' to locate subcontractors who are minority and women-owned. They must go through an eight-step process to document how they attempted to find and utilize minority and women-owned businesses,

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and, as of October 2003, the city has required all bidders to submit a subcontractor's list with their bid documents. The submitted list is required to show the amount of the subcontract, scope of work, and signed agreement with the minority or woman owner listed.

As of 2005, contract percentages for M/WBEs were increased from 10 percent minority and two percent women-owned to 15 percent and eight percent, respectively. This means, for example, that on a $1,000,000 city contract, the prime contractor must ensure that $150,000 goes to minority-owned and $80,000 to women-owned subcontractors.

A new benefit of certification now is inclusion on the city's Certified Vendor List. This list is used not only by the city, but also by public and private firms and organizations. In 2005, Indianapolis set up an M/WBE vendor listing e-mail distribution list that electronically communicates opportunities that come through the city to the entire database of certified companies. In addition, during certification, business owners can learn about technical aspects of setting up a business, such as boards and articles of incorporation. They receive information on competitive pricing and marketing. The city holds quarterly networking events and invites major firms to participate so their representatives can meet potential subcontractors. It also publishes a quarterly M/WBE newsletter and works with large area businesses to help them promote their own supplier diversity programs. In this way, the city has expanded opportunities for minority and women owned businesses beyond contracts with the city to businesses throughout the community.

**Funding:** The city's supplier diversity program operates entirely on funding from the city budget.

**Accomplishments:** When Mayor Peterson was sworn into office in January 2000, there were 260 minority and women-owned enterprises certified by the City of Indianapolis. Today, more than 600 of them are certified. Several major contracts have been awarded to MBE/WBEs as a result of this program.

The program has won praise from Diversity Inc, a national magazine covering businesses and cities that are making progress in corporate diversity. A May 1, 2006 article posted on the IndyStar.com website observed that Indianapolis has doubled the amount of money it spends doing business with minority-owned firms from 11 percent in 2001 to 22 percent in 2004.

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# Hospital Patient Transporter Training

## Savannah, Georgia

**Purpose:** The Hospital Patient Transporter (HPT) Training Program is designed to help people living in poverty achieve economic self-sufficiency by training them in skills that lead to entry-level jobs with potential for moving up a career ladder.
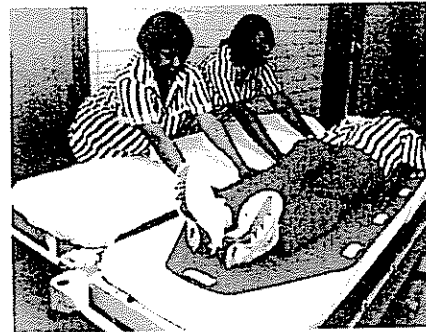


*Patient transporter trainees practice on a fellow student.*

**Background:** The training program and its offshoots evolved from a collaboration among the St. Joseph's/Candler Healthcare System, Savannah Technical College, and Impact Training Corporation. St. Mary's Community Center, a community outreach initiative of St. Joseph's/Candler serving Savannah's struggling Cuyler-Brownsville neighborhood, was on the lookout for job opportunities for members of the community. At the same time, St. Joseph's/Candler, the largest healthcare system in southeast Georgia, was looking for a way to both increase and standardize the skills of those on its staff who transported patients from one location to another within the hospital. Impact Training Corporation, through support of Savannah Electric, was working to "skill up" the workforce.

The initial focus was to provide training to enable lower-skilled adults to obtain jobs in health care. The Sisters of Mercy, who are affiliated with St. Joseph's/Candler, added a job training component to the community center. Impact Training, a locally based enterprise that designs workforce programs, conducted an extensive task analysis of Hospital Patient Transporter job skills, developed the training curriculum, and worked with St. Joseph's/Candler to design the intake and delivery process.

Savannah Technical College Executive Vice President Reg Hendricks worked with Sister Pat Baber, R.S.M., of the community center, and Ruthann Walsh, president of Impact Training, to get the curriculum approved both by the college board of trustees and by the Georgia State Board of Education as a Technical Certificate of Credit (TCC). This made it possible for students to use the state's HOPE Grant funds for tuition expenses.

St. Joseph's/Candler had its present transport employees trained on company time, and provided transportation for its employees to and from training at the St. Mary's Center, where two of the three courses in the curriculum are taught. The third course, "hands-on" classes in technical skills for transporter experience, was offered within the hospital setting. Employees who completed the training were given raises.

The hospital guaranteed job interviews to other trainees who achieved certification, and hired more than 40 new transporters.

**Description:** The HPT training course teaches students how to interface with patients, problem solve, and skillfully transport patients within a hospital in the most appropriate way. Students earn a certificate, which identifies the competencies they have achieved and helps them obtain work. The 15 credit hour program, which can be taught in small increments over three 10-week periods or in a number of other formats, also becomes the base course for leveraging enrollment in other Savannah Tech programs.

The three courses in the HPT curriculum are:

- CHOICES: *Ethics for the Workplace*©, which focuses on identifying and building personal values, behaviors, and attitudes that match employer requirements;

- *Strategic Skills for Patient Transporters*©, which builds thinking skills, learning-to-learn strategies, verbal and electronic workplace communication strategies, and problem-solving and interpersonal skills used in the transporter job; and

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- *Technical Skills for Transporters*©, which imparts hands-on medical procedures experience focusing on skills for infection control, use of transport equipment, use of oxygen, and operations. Basic Cardiac Life Support certification is included.

Walsh says the program succeeds in part because it is offered in the neighborhoods where potential trainees live. In addition to work skills, it teaches trainees critical life skills, the basic skills for getting and keeping a job, and problem-solving strategies. The curriculum is based on results gained through job task analysis — which means students learn the exact skills required to be successful on the job. All subsequent courses built off this model have been designed to fill employer requirements in fields where good jobs with career ladders are available.

## Funding:

The training is free for all. Georgia's HOPE Grant, funded from the state lottery, pays full tuition for each participant, as well as a stipend toward the training books. The Annie E. Casey Foundation, through Project SAV, provides additional support for special fees and needs, and St. Joseph's/Candler has supported celebrations for graduates. While Savannah Electric supported HPT curriculum design, other corporate support has leveraged expansion of the basic model into other industry entry-level training.

The Annie E. Casey Foundation recently extended its support of the program for a fourth year, to focus primarily on workforce development and secondarily on asset-building skills such as financial literacy.

## Accomplishments:
The National Association of Hospital Transport Managers adopted Savannah's Hospital Patient Transporter training program in 2004 as the criteria for transporters everywhere to achieve national patient transporter certification. Impact Training trains people from hospitals around the country to deliver this training, which is currently offered in communities in California, Michigan, New Hampshire, North Carolina, Tennessee, and Virginia.

Since the first Hospital Patient Transporter training course was offered in 2001, Savannah has continued to develop new certification programs for residents based on the same HPT model. Current entry-level courses cover office, manufacturing, and construction. A new certification curriculum in entry-level warehousing and logistics is about to be launched. Employers guarantee job interviews to graduates. These programs have become a significant strategy in Savannah's Poverty Reduction Initiative.

In Savannah, more than 210 individuals have obtained employment through HPT and the other entry-level certification programs, moving from minimum-wage jobs or no jobs to positions paying more than $8 an hour. Of those, 75 have continued to receive training through Savannah Technical College and/or moved up the career ladder to higher-paying jobs such as patient care technician or surgical technician.

Cardell Jones, former manager of St. Joseph's/Candler Transport, reported that the hospital's employed transporters achieved a higher level of professionalism through certification. In addition, job turnover and transport response time were reduced, respect for transporters increased, and transporters became a "stronger" team to better serve customers. In addition, the hospital's in-house training time for transporters used to take 15 weeks; certified transporters are ready to go on the floor alone after only two days.

The transporter certification program has provided skills that match employer needs, job opportunities, and career ladders within the growing healthcare industry.

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# New Futures

## Burien, Washington

**Purpose:** New Futures operates on-site community centers inside low-income, high-crime apartment complexes in South King County, Washington, including the City of Burien. To create more supportive environments for at-risk children, families and communities, New Futures centers offer academic, social and heath-service programs that are comprehensive and flexible and respond to the needs of the residents.



*A New Futures after-school program.*
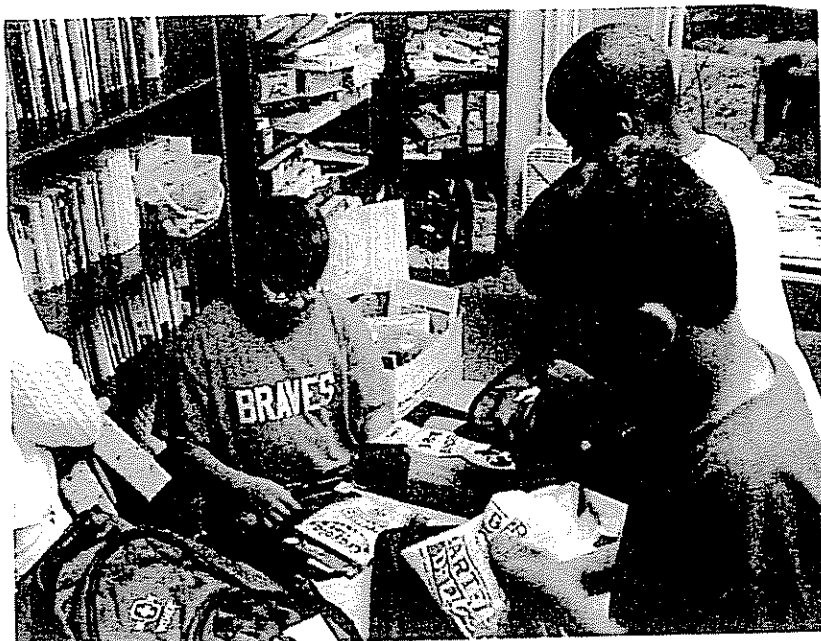
**Background:** New Futures began in 1993 as a collaboration of the local school system, public health agency, sheriff's department, and the University of Washington. Teachers at one elementary school in Burien had noticed that a group of students was not doing well at school. Most of the children lived in the same low-income housing complex in Burien. In response, the school district started an after-school tutoring program at the apartments, but learned that many other problems — poverty, family instability and violence — existed there, countering academic achievement.

New Futures was developed to address all the issues that might keep the children from succeeding in school. It created a community-strengthening program to help neighbors get to know and support each other. But most importantly, it brought its initiatives right into the housing complex where the children and their families lived.

**Description:** New Futures now works with diverse families inside three low-income, high-crime apartment complexes in South King County to create more livable communities where children can thrive and learn. In Burien, a New Futures center serves the 534-unit Vintage Park; other nearby centers include Windsor Heights in Sea Tac which serves 350 units and Arbor Heights in White Center, which serves 98 units. Each New Futures center is staffed and includes classrooms, family meeting space, and a computer lab. New Futures directly serves about 2,000 individuals annually.

New Futures offers services in three areas:

- **Children's Programs.** These include an early-learning program, an after-school program for children in grades one through six, and a youth program for middle school students and teens. New Futures hires teenagers to work as tutors and role models in their own communities.

- **Family Support.** Families can go to the New Futures center for help to meet basic needs such as food and clothing, to access community resources, or to make plans for the future through education. Family advocacy takes place right where families live, with no appointments necessary. Nearly half of New Futures staff lives in the complexes. Location is key to making the program work for families, according to Executive Director Ruth Dickey.

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- **Community Development.** New Futures creates opportunities for neighbors to get to know one another. Among these are English classes, family nights, field trips, support groups, and meetings to set up block watches. New Futures uses community meetings, surveys and one-on-one conversations with residents to establish what residents want in their apartment complexes.

In addition to its community center operations, New Futures offers a training program called ReachOut that provides training to professionals in schools and other organizations across the United States who with low-income families. The trainings are customized to organizational needs and delivered by practitioners who are active in the field. More information about the training programs is available at www.reachout.us.

## Funding:
New Futures receives its funding from municipal, county and state governments, foundations, corporations, and individuals.

## Accomplishments:
For more than 10 years, New Futures has evaluated the impact of its efforts and noted significant improvement in the lives of the at-risk children, their families and the communities that it serves in South King County's toughest neighborhoods.

By participating in New Futures **Children's Programs**:
- The average child's reading ability improves by 1½ grade levels after one year in the after-school program; and
- 60 percent improve their attendance and behavior at school.

As a result of New Futures' **Family Support** efforts:
- 70 percent of parents become more involved with their child's school and schoolwork; and
- 83 percent of families feel better able to meet their basic needs, such as for food and clothing.

**Community Development** outcomes during the first two years that New Futures operated in the Burien apartment complex included the following:
- Crime decreased by 53 percent;
- More than half of residents volunteered more in their community; and
- 88 percent of residents felt that more people in their neighborhood cared about them.

For its effort, New Futures has received invaluable local recognition and awards, including the following:
- National Award for Excellence in Community Collaboration for Children and Youth;
- U.S. Department of Education National Model;
- Washington State Department of Social and Health Services Community Partnership Award;
- Washington State Commission on Hispanic Affairs Recognition for Educational Programs;
- King County Mental Health Chemical Abuse and Dependency Service Award; and
- Outstanding Educational Leader Award from the City of Burien.

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# Good News Garage

## Burlington, Vermont

**Purpose:** Good News Garage (GNG) accepts donated vehicles, repairs them and provides them to qualified low-income people. This enables recipients that live in areas not served by public transportation to find employment and further their education or training.
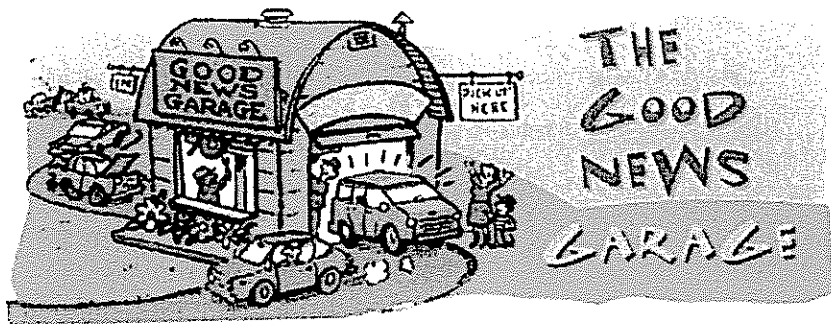
*Illustration courtesy of Car Talk*

**Background:** Good News Garage opened its doors in Burlington, Vermont in 1996 and has been steadily expanding during the past decade. It was the result of an effort by Lutheran Social Services of New England (LSSNE) to address unmet social needs in the region. Hal Colston, a member of Good Shepherd Lutheran Church in Jericho, Vermont, came up with the concept as a result of his work at a social services agency. Colston found that many of his clients had difficulty finding or keeping jobs because they lacked transportation. One of his clients had purchased a car, but the vehicle kept breaking down and needing costly repairs.

Colston wanted to start a community garage where poor people could buy cars that were reliable and safe to drive. His novel idea was adopted by LSSNE. Thrivent Financial and Wheat Ridge Ministries, a Lutheran social services agency in Chicago, provided initial funding for the program.

**Description:** Good News Garage accepts donated cars, trucks and vans, repairs them and provides them to qualified families in need. Only about one-fourth of the donations actually go to low-income recipients; those too old or in need of too much repair work are sold through auction to raise additional funds for the program, according to Good News Garage CEO Christopher Hendrickson. Acceptable vehicles are repaired by certified mechanics either at local garages under contract, or at the program's own garage in Burlington.

GNG was the first program in the nation to provide low-income families and individuals with safe and reliable cars to enable them to access jobs and other economic opportunities. It remains an affiliate of Lutheran Social Services of New England and now serves Vermont, Connecticut, New Hampshire and, through the New Hampshire office, Massachusetts.

Over the past decade, GNG has given away 2,400 cars for the cost of the repairs to qualified recipients. Those receiving cars must pay registration fees, the appropriate state taxes and for automobile insurance. Recipients are also required to have proof of insurance, a valid drivers' licenses and a job or a firm job offer. In some cases, car recipients with part-time jobs are able to become full-time workers as a result of having reliable transportation.

Those who receive cars are taught how to obtain insurance and to budget funds for maintenance. Because many have never had cars, the program's mechanics also teach them how to look under the car hood, how to check the oil level, where to find the spare tire, and other basic information.

Nearly all vehicle recipients have one or more children, and 80 percent are single mothers. GNG enables them to become financially self-sufficient. Having a car helps reduce employee absenteeism, and makes it possible for recipients to work in areas not served by public transportation or within walking distance.

A recent impact study by the U.S. Department of Housing and Urban Development and the University of Vermont's Department of Community Development and Applied Economics found the following:

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- 51 percent of GNG clients were receiving less in food stamp benefits after acquiring a car, and 46 percent no longer received food stamps at all. Of these, 83 percent attributed the decrease to having a car.

- 73 percent reported an increase in earned income due to having a car.

- 76 percent were receiving less Temporary Assistance for Needy Families (TANF) monthly benefits, while 57 percent had stopped receiving benefits. Of these, 88 percent attributed the decrease to having a car.

- 78 percent had more hope for the future since getting a car.

- 83 percent attributed their ability to keep their jobs to having a car.

- 97 percent reported a change in community participation since receiving a car.

**Funding:** Most of the funding for Good News Garage – approximately two thirds – comes from the four states in which it operates. The states use TANF funds, which are used to pay for vehicle repairs as well as process applications. It costs approximately $1,000 to get a car into good condition for a recipient. Nearly all the vehicles come from individual donations. The Burlington Community Land Trust provided the program with a building that was remodeled to serve as a repair garage.

**Accomplishments:** Due to the success of the Good News Garage in Burlington, Lutheran Social Services opened additional programs in Connecticut, New Hampshire, and Massachusetts. Hendrickson says funding is being sought to open another Good News Garage to serve Rhode Island. Hal Colston helped a similar program get started in West Virginia.

GNG has been featured on the website of the popular NPR radio program "Car Talk." It has also been featured on national television and in *Smithsonian Magazine, Yankee Magazine,* and *Family Circle.*

GNG was a recipient of the Peter F. Drucker Award for Non-Profit Management. It was cited by the U.S. Department of Housing and Urban Development in its Best Practice Report for 1998 and 1999. In July 2000, GNG was honored as one of HUD's Best of the Best non-profit agencies in the United States.

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# NeighborKeepers, Inc.

## Burlington, Vermont

**Purpose:** NeighborKeepers, Inc., a non-profit anti-poverty organization in Burlington, Vermont, intends to make Burlington the first urban environment in the nation to eliminate childhood poverty by changing the community's mindset about poverty and helping the poor to access resources. In its quest, NeighborKeepers recently adopted the Circles of Support (CoS) program, a national program that is designed to break down the isolation that many low-income families experience by connecting those who have no resources with people who do. The Burlington NeighborKeepers' CoS pilot program recruits, trains and matches volunteers to mentor and support families committed to learning a new way to find self-reliance.

**Background:** While launching and operating Burlington's successful Good News Garage program, which helps those in need obtain reliable cars, Hal Colston started thinking about the futures of the recipient families. He envisioned and founded a new organization, NeighborKeepers, that would focus on "breaking the bonds of poverty, one family at a time."

Around the same time, Margaret Bozik, assistant director for management, planning and communications for the City of Burlington's Community Economic Development Office, was looking for new ways to assist struggling families. She attended a training conference where she learned about Circles of Support, a high-impact strategy developed in 1996 by Beyond Welfare of Ames, Iowa, in conjunction with the Move the Mountain Leadership Center. Bozik told Colston about the strategy, and he called Move the Mountain to learn more.

Colston felt CoS was similar to his vision for NeighborKeepers, and contracted with the Move the Mountain Leadership Center to establish a CoS pilot program in Burlington in January 2006. Vermont thus became the sixth state — and the first state in the East — with a CoS program. The program is offered in both urban and rural communities across the other five states.

To operate CoS, NeighborKeepers has partnered with the City of Burlington, United Way of Chittenden County, First Baptist Church of Burlington, Mercy Connections, and Champlain College, where Colston serves as an adjunct professor.

**Description:** In general, a "circle of support" is a group of two to five volunteers, called "allies," who make a commitment to help a family out of poverty, using the CoS strategy of building effective relationships across race and class lines. In the NeighborKeepers CoS pilot program, low-income families are referred to the program from six Burlington area agencies. To be selected they have to be at or below the federal poverty level and have the desire and motivation to make some changes in their lives. One of the goals is to help them learn the unspoken rules of social class that members of the middle class take for granted.

A resources assessment by a staff person or volunteer helps gauge each participating family's strong and weak areas, and takes each family through a process of visioning and setting goals. The goal-setting process focuses especially on those areas where the most help is needed. The family's financial situation is analyzed and an effort is made to learn what interests and energizes them.

In the NeighborKeeper CoS pilot program, participating families are matched with three trained allies, who are typically middle class or upper middle class volunteers willing to mentor the family for 18 months. The resources assessment helps match families to allies with common interests. One ally focuses on helping the family gain financial literacy skills; another works on helping them develop social and community connections. The third assists with education and career goals. Each ally spends six to eight hours a month coaching the family. In the teaming process, families learn how to seek support from middle class allies for achiev-

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ing their goals. The allies, in turn, learn about the barriers that create poverty and the isolation that perpetuates poverty.

The allies work on helping the families accomplish their established goals. Allies are trained to not act as rescuers or try to control or judge. The allies attend monthly training and support meetings, which allow them to hear how other circles are running, share their successes and get feedback on their challenges. Allies can remain in touch with the families after the mentoring process ends.

"It works because it breaks the isolation of poverty," says Colston. "The average participant has zero to two intimate relationships in their life; allies have eight to ten. It re-creates the communities of old, several generations ago, where everyone knew each other and looked out for each other."

The NeighborKeepers CoS pilot program holds weekly community leadership meetings at which supper and childcare are provided. Participants are expected to attend twice a month; allies are expected to attend once a month. At these meeting, participating families may be paired with others to build listening skills and share feelings, learning in the process how to trust each other and develop peer support systems. Often there are presentations on financial literacy, social and community connections, education, and jobs to reinforce the efforts of allies.

Participating families are interviewed every three months to evaluate how they are benefiting from CoS. Participating families are also asked to give back through community service, acknowledging their own ability to make societal contributions.

**Funding:** The Burlington NeighborKeepers CoS pilot program started with $80,000 in funding from a local foundation, private donors, the City of Burlington, and the United Way of Chittenden County. Champlain College will conduct outcome evaluations every three months and seek additional grants to continue the program.

**Accomplishments:** The Burlington NeighborKeepers' CoS pilot program is only five months old, and it is too soon to assess its impact on the eight participating families. It is expected to succeed as well in Burlington as it has elsewhere in the country.

In Iowa, Beyond Welfare has successfully used the Circles of Support model to help families out of poverty at a cost of under $2,500 for each family. The average family they helped had been on welfare for 4.8 years and took about 18 months to get off it. CoS has succeeded in building healthier families, and in demonstrating a significant return on investment through reduced public assistance and an increased number of citizens paying local, state and federal taxes.

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# Healthy Neighborhoods Venture Fund

## San José, California

**Purpose:** San José's Healthy Neighborhoods Venture Fund (HNVF) supports innovative and creative programs aimed at the healthcare needs and academic success of the city's children, improving the quality of life for senior citizens, and decreasing the use of tobacco among residents.

**Background:** As its share of the national settlement of a lawsuit with tobacco companies, San José will receive an estimated $250 million over a period of 25 years. Payments began in 2000. City officials viewed this as an opportunity to undertake creative projects, using the annual $10 million payment to enhance health and education of low-income children and senior citizens. To ensure that the HNVF money was put to the best possible use, the city sought input from residents. Feedback from the community helped establish guidelines for appropriating these funds. It was decided to spend the funds in three general areas: education and health programs for children, senior citizen services and health, and anti-tobacco efforts, with the stipulation that the funds be allocated through a competitive bid process.



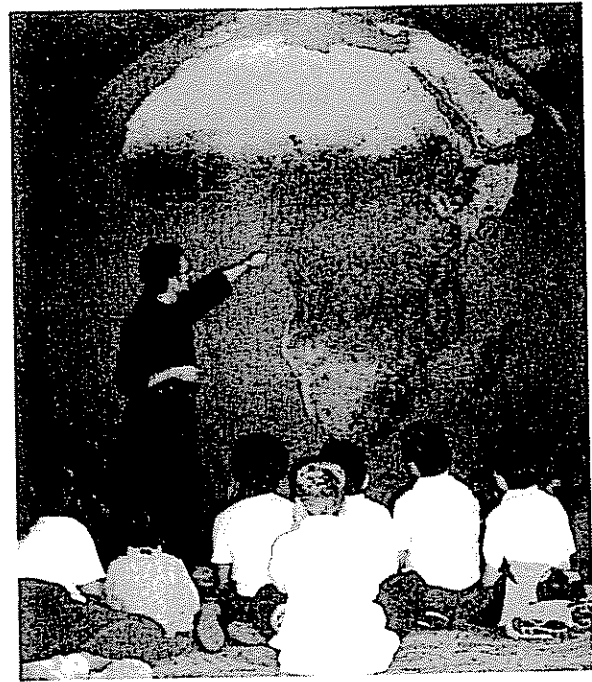*San José's Healthy Neighborhoods Venture Fund provides education programs.*

The City Council established the allocation plan, timeline, criteria, and funding priorities for the use of the tobacco settlement funds, calling it the Healthy Neighborhoods Venture Fund. "We viewed it as an opportunity to do some creative things," explains Mayor Ron Gonzales. "We used the funds in areas you might not normally see city governments get involved in."

**Description:** HNVF funds about 70 programs annually. Approximately 50 percent of the funds are allocated for education/health programs, approximately 25 percent for senior services/health programs, and the remaining approximately 25 percent for new or existing tobacco-free community/health programs.

The following is a sample of programs in the three general areas.

*Health/Education:* Health/education programs target preschoolers and school-age youth, schools with limited educational services, and youth exhibiting high-risk behaviors such as truancy or disregard for academics.

One of the first programs launched through HNVF was the **Children's Health Initiative**. Providing healthcare for children is not normally an area of responsibility in California cities, but San José had a large number of children who did not have access to quality and affordable healthcare, and covering them was deemed a priority in 2000. HNVF funds have also been used to bolster an early literacy program called **Books for Little Hands**. The program provides quality early childhood development programs for pre-school children so they can enter kindergarten ready to learn. Parents, childcare centers and family day-care homes are included in program efforts. Under the **Homework Centers Program**, 227 after-school homework centers have been opened city-wide to provide tutoring and homework assistance.

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*Senior Services:* HNVF targets quality of life services for senior residents of San José that address basic health and nutritional needs and promote independent living.

The **Legal Assistance to Elders Expansion Project** provides free legal services to enable the elderly to continue living safely, independently and with dignity in non-institutionalized settings. The **Senior Safety Education Program** offers safety education on the Vial of Life, fire and fall prevention, and earthquake preparedness. The **Mature Alternatives to Violent Environments Now Program** (MAVEN) furnishes comprehensive domestic violence services to those 50 years of age and older.

*Tobacco-Free Community:* The goal of Tobacco-Free Community efforts is to improve the overall health of the city's population by decreasing the use of tobacco products and associated health problems among the city's school-age youth, and teens and adults identified as "tobacco users."

**Keep the Music Alive** is an in-school educational program that links jazz, jazz musicians and tobacco to illustrate the harmful effects of smoking, as part of the initiative to reduce the influence and use of tobacco. The **Tobacco-Free Health Project** promotes tobacco-use prevention among homeless youth and their families. **Fostering Tobacco-Free Communities** is designed to prevent initial and continued use of tobacco products through training and certification, collaborative activities, technical assistance, and anti-tobacco prevention, education, and outreach.

**Funding:** HNVF is funded by San José's tobacco settlement funds.

**Accomplishments:** In the education area through the **Children's Health Initiative**, affordable and accessible health insurance has been provided for 15,081 children of very low-income families. Some 15,283 preschoolers have benefited from **Books for Little Hands**, and another 30,628 children and youth have benefited from the **Homework Centers Program**, which has provided four million hours of direct service in tutoring and homework assistance.

In the senior programs and services area, the **Legal Assistance to Elders Expansion Project** has provided free legal support for 94 San José elders in their efforts to live in non-institutionalized settings. The **Senior Safety Education** program has offered safety education to 404 seniors, and **MAVEN** has served 431 victims of domestic violence.

In Tobacco-Free Community efforts, some 781 students have been introduced to school-based tobacco-reduction measures through **Keep the Music Alive**. The **Tobacco-Free Health Project** has helped reduce the incidence of tobacco use among 253 homeless youth and their families. And **Fostering Tobacco-Free Communities** has provided outreach to 185 participants.

## Contact:

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CVRC RESOLUTION NO. 2007-

RESOLUTION OF THE CHULA VISTA REDEVELOPMENT CORPORATION MAKING RECOMMENDATION TO THE CHULA VISTA REDEVELOPMENT AGENCY TO CONDUCT A PUBLIC HEARING AND APPROVE THE 2007 MIDTERM REVIEW OF THE AGENCY'S FIVE YEAR IMPLEMENTATION PLAN FOR THE 2005-2009 FIVE YEAR PERIOD FOR THE MERGED BAYFRONT/TOWN CENTRE I REDEVELOPMENT PROJECT AREA (INCLUDING BAYFRONT AND TOWN CENTRE I) AND THE MERGED CHULA VISTA REDEVELOPMENT PROJECT AREA (INCLUDING TOWN CENTRE II, SOUTHWEST, OTAY VALLEY, AND ADDED AREA)

WHEREAS, pursuant to Chula Vista Municipal Code Section 2.55.060(A), the Chula Vista Redevelopment Corporation ("CVRC") is a recommending body to the Chula Vista Redevelopment Agency ("Agency") on legislative functions and actions involving redevelopment plans and regulations, including five year implementation plans; and

WHEREAS, in accordance with Section 33490 of the California Community Redevelopment Law (Health and Safety Code §§33000 et seq.), the Chula Vista Redevelopment Agency ("Agency") prepared and adopted a Five Year Implementation Plan for the 2005-2009 five year period for the Merged Bayfront/Town Centre I Redevelopment Project Area (including Bayfront and Town Centre I) and the Merged Chula Vista Redevelopment Project Area (including Town Centre II, Southwest, Otay Valley, and Added Area); and

WHEREAS, pursuant to Section 33490 of the Health and Safety Code, the Agency's adopted Five Year Implementation Plan contains the specific goals and objectives of the Agency for the adopted project areas, the specific programs, including potential projects, and estimated expenditures proposed to be made during the five year planning period, and includes explanations of how the goals and objectives, programs, and expenditures will eliminate blight within the project areas and implement the Agency's housing requirements contained in Health and Safety Code Section 33333.10, if applicable, and Sections 33334.2, 33334.4, 33334.6, and 33413; and

WHEREAS, Section 33490(c) of the Health and Safety Code provides that the Agency, at least once within the five year term of the plan, shall conduct a public hearing and hear testimony of all interested parties for the purpose of reviewing the Agency's Redevelopment Plans and Five Year Implementation Plan and evaluating the progress of the redevelopment project areas; and

WHEREAS, in accordance with Section 33490(a)(1)(B) of the Health and Safety Code, the adoption of an implementation plan, or approval of the midterm review of a plan, does not constitute an approval of any specific program, project, or expenditure, and does not constitute a project within the meaning of the California Environmental Quality Act (Public Resources Code §§21000 et seq.), and is therefore statutorily exempt from the CEQA pursuant to Section 15061(b)(1) of the State CEQA Guidelines.

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NOW, THEREFORE, BE IT RESOLVED that the Chula Vista Redevelopment Corporation does hereby recommend that the Chula Vista Redevelopment Agency, in accordance with Section 33490(c) of the California Health and Safety Code, conduct a public hearing and approve the proposed 2007 Midterm Review of the Five Year Implementation Plan for the 2005-2009 five year period for the Merged Bayfront/Town Centre I Redevelopment Project Area (including Bayfront and Town Centre I) and the Merged Chula Vista Redevelopment Project Area (including Town Centre II, Southwest, Otay Valley, and Added Area).
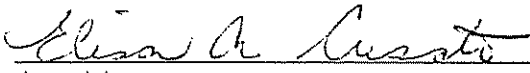
Presented by:                                    Approved as to form by

_____        _____
Ann Hix                                          Ann Moore
Secretary                                        General Counsel
Chula Vista Redevelopment Corporation            Chula Vista Redevelopment Corporation

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RDA RESOLUTION NO. 2007-

RESOLUTION OF THE CHULA VISTA REDEVELOPMENT AGENCY
APPROVING THE 2007 MIDTERM REVIEW OF THE AGENCY'S
FIVE YEAR IMPLEMENTATION PLAN FOR THE 2005-2009 FIVE
YEAR PERIOD FOR THE MERGED BAYFRONT/TOWN CENTRE I
REDEVELOPMENT PROJECT AREA (INCLUDING BAYFRONT AND
TOWN CENTRE I) AND THE MERGED CHULA VISTA
REDEVELOPMENT PROJECT AREA (INCLUDING TOWN CENTRE
II, SOUTHWEST, OTAY VALLEY, AND ADDED AREA)

WHEREAS, in accordance with Section 33490 of the California Community
Redevelopment Law (Health and Safety Code §§33000 et seq.), the Chula Vista Redevelopment
Agency ("Agency") prepared and adopted a Five Year Implementation Plan for the 2005-2009
five year period for the Merged Bayfront/Town Centre I Redevelopment Project Area (including
Bayfront and Town Centre I) and the Merged Chula Vista Redevelopment Project Area (including
Town Centre II, Southwest, Otay Valley, and Added Area); and

WHEREAS, pursuant to Section 33490 of the Health and Safety Code, the Agency's
adopted Five Year Implementation Plan contains the specific goals and objectives of the Agency
for the adopted project areas, the specific programs, including potential projects, and estimated
expenditures proposed to be made during the five year planning period, and includes
explanations of how the goals and objectives, programs, and expenditures will eliminate blight
within the project areas and implement the Agency's housing requirements contained in Health
and Safety Code Section 33333.10, if applicable, and Sections 33334.2, 33334.4, 33334.6, and
33413; and

WHEREAS, Section 33490(c) of the Health and Safety Code provides that the Agency, at
least once within the five year term of the plan, shall conduct a public hearing and conduct a
midterm review of the Agency's adopted Five Year Implementation Plan; and

WHEREAS, in accordance with Section 33490(c) of the Health and Safety Code, the
Agency conducted a public hearing and heard testimony of all interested parties for the purpose
of reviewing the Agency's Redevelopment Plans and Five Year Implementation Plan and
evaluating the progress of the redevelopment project areas; and

WHEREAS, in accordance with Section 33490(a)(1)(B) of the Health and Safety Code, the
adoption of an implementation plan, or approval of the midterm review of a plan, does not
constitute an approval of any specific program, project, or expenditure, and does not constitute a
project within the meaning of the California Environmental Quality Act (Public Resources Code
§§21000 et seq.), and is therefore statutorily exempt from the CEQA pursuant to Section
15061(b)(1) of the State CEQA Guidelines.

NOW, THEREFORE, BE IT RESOLVED that the Chula Vista Redevelopment Agency does
hereby approve the 2007 Midterm Review of the Five Year Implementation Plan for the 2005-
2009 five year period for the Merged Bayfront/Town Centre I Redevelopment Project Area

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(including Bayfront and Town Centre I) and the Merged Chula Vista Redevelopment Project Area (including Town Centre II, Southwest, Otay Valley, and Added Area), in accordance with Section 33490(c) of the California Health and Safety Code.

Presented by:                                   Approved as to form by

_____          _____
Jim Thomson                                     Ann Moore
Interim Executive Director                      General Counsel
Chula Vista Redevelopment Agency                Chula Vista Redevelopment Agency

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